

romantic  
the year

Austria	DK120 Indonesia	DK120 Pakistan	DK120
Belarus	DK120 Iran	DK120 Philippines	DK120
Belgium	DK120 Israel	DK120 Poland	DK120
Canada	DK120 Italy	DK120 Portugal	DK120
Croatia	DK120 Japan	DK120 Portugal	DK120
Czech	DK120 Jordan	DK120 Spain	DK120
Denmark	DK120 Korea	DK120 Sweden	DK120
Finland	DK120 Luxembourg	DK120 Switzerland	DK120
France	DK120 Mexico	DK120 Thailand	DK120
Germany	DK120 Morocco	DK120 Turkey	DK120
Greece	DK120 Netherlands	DK120 United Kingdom	DK120
Hungary	DK120 Norway	DK120 United States	DK120
Iceland	DK120 Oman	DK120 UAE	DK120
Ireland	DK120 Portugal	DK120 United States	DK120

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EUROPE'S BUSINESS NEWSPAPER

# FINANCIAL TIMES

FRANKINCENSE

Why Oman is  
reviving the trade

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Φ D 8523A

Tuesday December 24 1991

## World News

**IRA calls  
72-hour  
Christmas  
ceasefire**

The Irish Republican Army announced a three-day ceasefire from midnight yesterday, temporarily halting its bombing campaign against commercial and transport targets in the UK. Its Protestant rival, the Ulster Volunteer Force, refused to suspend its terrorist campaign.

In Northern Ireland, the IRA has planted 300 bombs and three car bombs in a pre-Christmas blitz. In London yesterday, firebombs paralysed the London underground rail network. Page 10.

**Italian election**  
Italy's prime minister Giulio Andreotti said his government wanted a general election next April. Page 2.

**Violence in Cambodia**  
The United Nations is under pressure rapidly to increase its presence in Cambodia after violence in Phnom Penh, which threatens the country's peace agreement. Page 4.

**New Polish government**  
The Polish parliament approved a new centre-right government led by Jan Olszewski, a 61-year-old lawyer, ending two months of post-electoral political manoeuvring. Page 2.

**Moi sacks minister**  
Kenya's president Daniel arap Moi sacked a reformist cabinet minister amid signs of infighting in the ruling Kenya African National Union as it prepares for an early election. IMF delays loan. Page 4.

**Soviet Jews bombed**  
A remote-control bomb outside Budapest's airport blasted a coach carrying more than 40 Soviet Jewish émigrés to Israel. Two policemen were seriously injured and four émigrés hurt. Israel said it would avenge the attack. Page 13.

**Iraq invites Kurds**  
Kurdish leaders said the Iraqi government had invited them to Baghdad to discuss its two-month economic blockade of northern Iraq. Page 4.

**Agent promoted**  
Colonel Jean-Claude Lesquer, commander of the French agents who sabotaged the Rainbow Warrior anti-nuclear vessel in New Zealand in 1985, has been promoted to the rank of brigadier-general. The affair continues to poison relations between the two countries. Page 11.

**Hostage's body released**  
The body of slain US hostage William Higgins was handed over to the United States in Beirut, nearly 2½ years after a pro-Iranian group said it killed him. Page 4.

**Traders charged**  
Six former communist East German judges and prosecutors have been indicted for jailing innocent people so they could be "sold" to West Germany. They were part of a human trade under which Bonn paid East Berlin a total of DM3.5bn (\$2.2bn) to allow some 33,755 political detainees to emigrate to the west. Page 11.

**Financial Times**  
The Financial Times will not be published on December 25 and 26. It will be published again on Friday December 27.

## Business Summary

**Dow soars as  
investors act  
on cut in US  
interest rates**

US share prices soared in New York last night amid frantic trading as investors went on a buying binge in the wake of last Friday's big cut in interest rates by the Federal Reserve. Page 10.

**Britain's trade deficit**  
increased last month to its highest level for nearly a year, with exports suffering from the effects of the slowing world economy. Page 10; Details, Page 5.

**ADT**, Bermuda-based car auction and security group, sold its 24 per cent stake in Christie's International parent of Christie's auction house, for \$46m (£33.7m) in a move to cut its debts, which were about \$1bn in June. The price represents an estimated loss to ADT of about \$8m on the investment. Page 11; Lex, Page 10.

**ARROWS**: Total debts of the companies connected with the UK trade finance house closed in July are likely to about £220m (£400m), with a shortfall of about £100m, the group's liquidators said yesterday. Page 11.

**Germany** should achieve overall economic growth of around 3 per cent next year, Commerzbank said in its forecast for 1992. This would put it at the top of the growth rankings of the Group of Seven leading industrialised countries. Page 2.

**CONTINENTAL**, German tyre and rubber products company, expects turnover to rise by 10 per cent next year to around DM10bn (£6.5bn), with the world tyre market growing by only 2 per cent. Page 13.

**TOURANG**, successful bidder for Australia's Fairfax newspaper group, formally completed the acquisition. In spite of a court action brought by Independent Newspapers, Irish media group, a rival bidder. Page 13.

**INDIA** will need to create 10m extra jobs each year for the next 10 years to reach a state of near-full employment at the turn of the century, according to the country's planning commission. Page 4.

**J. Sainsbury**, UK food retailer, has its debt rating cut by Standard & Poor's as the US credit agency expressed concern at the intensification of competition in the UK market and the "unclear" trends in consumer spending. Page 11.

**M-Net**, South African pay television channel, is investing R260m (£55m) in a consortium which will buy FilmNet international Holdings, European subscription television operation, from the Swedish company, Esselte. Page 13.

**LONDON Metal Exchange**, world's main terminal market for physical metal, is running out of storage space in its warehouses. Metal is flooding in because of the recession still gripping much of the industrialised world, and the exchange has warned clients not to ship stocks before checking that warehouses have enough capacity. Page 16.

**VENEZUELA**'s national oil company, PDVSA, announced its budget for 1992 will be \$10.5bn, the largest in its history. Page 3.

## TYCOON

Barry Riley's  
board game for  
Christmas  
capitalists



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**'Joe Who?' emerges as the possible saviour of Canada**

**Joe Clark**, the Canadian minister of constitutional affairs, has shaken off his "Joe Who?" image to emerge as the man most likely to succeed in persuading Quebec that Canada is worth preserving. Page 3.

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## MARKETS

### STERLING

New York close

\$1.8725 (1.88)

London

\$1.8765 (1.86)

DM2.84 (2.85)

FF9.71 (9.76)

SF2.525 (2.5325)

£ index 91.8 (91.7)

Y237.5 (237.25)

DM1.5135 (1.5345)

SFr.1.345 (1.3615)

Y126.5 (127.55)

Y126.5 (126.3)

\$361.0 (360.3)

London

\$362.55 (358.25)

NY Comex Feb

\$363.0 (360.3)

London

\$362.55 (358.25)

NYMEX

\$363.0 (360.3)

London

\$362.55 (358.25)

London





## INTERNATIONAL NEWS

# IMF delays a loan to Kenya over policies

By Julian Ozanne in Nairobi

THE International Monetary Fund (IMF) is delaying disbursement of a \$145.25m (£34.8m) loan to Kenya pending further discussion with the government about economic performance targets.

The move, which follows a visit to Nairobi by an IMF team last week, comes a month after Kenya's international donors meeting in Paris decided to hold back new aid pledges for six months until more progress was made on political reform, economic liberalisation and the fight against widespread government corruption.

Together the decisions will have a severe impact on the aid-dependent economy which received \$1.6bn (£870m) of assistance in the last two years alone. Economists predict a serious balance of payments problem in the next six months which may force the government to squeeze public sector imports, a move which would hamper economic growth.

The delayed disbursement of the tranche, available under Kenya's three-year enhanced structural adjustment facility, follows the failure of the IMF mission to conclude a satisfactory mid-term review of the programme.

Unlike the decision in Paris, the Fund's appraisal is made on strictly economic criteria. It could remain in aid commitments by donors, many of whom insist that a IMF programme must be in place.

According to a senior western economist three issues concern the Fund: a growing fiscal deficit, the over-expansion in the money supply and poor progress on parastatal and civil service reform.

Of these the deficit is most serious. The IMF has now revised its estimates for fiscal

year ending June 1992, putting it at 6.7 per cent of GDP, against a government target of 3.8 per cent of GDP.

The target of 2 per cent for the current year ending June 1992 is believed to be unrealistic, and independent forecasts put it at around 4.5 per cent.

The government's recourse to domestic borrowing to fund the deficit will rapidly increase the money supply with knock-on effects on inflation, already a worry to international donors.

The IMF mission left behind its own view of the tough fiscal and monetary measures which the government will have to take in order to qualify for the delayed disbursement.

Professor George Saitoti, vice president and minister of finance, yesterday downplayed the IMF move and said he was optimistic the government could implement the stricter policies.

These would include tightening tax collection, reigning in government expenditure, stopping new development projects, curtailing civil service recruitment, especially at the lower grades, and new revenue measures, in particular the repayment to government of personal debts.

He said the government was moving quickly on privatisation and would soon offer Kenya Airways to the public.

"We have an agreement (on new measures required) with the IMF, subject to verification by the cabinet, and I think donors will demonstrate more flexibility," Prof Saitoti said.

However, several donors, including Britain, the United States, Japan and the World Bank have confirmed that they are already withholding significant amounts of balance of payments support in the wake of the Paris meeting.

# Moi sacks senior minister amid party rows

By Julian Ozanne in Nairobi

PRESIDENT Daniel arap Moi of Kenya yesterday sacked a senior cabinet minister amid signs of infighting in the ruling Kenya African National Union (Kanu) as it prepares for an early general election.

The ousted politician, Mr Peter Oloo Aringo, minister of manpower development and national chairman of Kanu, represented the reformist wing of the party. The reformers have advocated an overhaul of Kanu in response to the

challenge posed by the new opposition party, the Forum for the Restoration of Democracy (FORD).

The move came as more than 50 Kanu officials and members from the important and populous district of Murang'a, in Central Province, announced they had resigned from the party and were joining FORD. Yesterday's developments suggest the reluctance of President Moi and the conservative officials

who dominate the upper party echelons to respond to demands for a thorough reform of Kanu, which has been damaged by corruption, ballot-rigging and heavy-handed party officials.

Until his dismissal Mr Aringo had been spearheading the campaign for cleaning up the party. With Mr Mwai Kibaki, minister for health, he had called for Kanu to conduct fresh grassroots elections, adopt secret balloting and give the opposition time to organise properly. At a weekend rally, where he

alleged he had been unfairly excluded from a committee drafting a new Kanu manifesto, he said: "Kanu is a dirty house that only requires thorough cleaning to restore some of its former glory." Together Mr Aringo and Mr Kibaki represent vital tribal interests, being leading members of Kenya's two biggest tribes the Luo and Kikuyu respectively.

Ethnic loyalists are expected to play a key role in the forthcoming election.



Emperor Akihito and Empress Michiko greeting a crowd at the imperial palace in Tokyo yesterday during celebrations to mark the emperor's 55th birthday. More than 12,000 people attended.

## NEWS IN BRIEF

### Body of US colonel handed over in Beirut

The remains of the murdered Lebanon hostage, Colonel William Higgins, were handed over to the United States yesterday in Beirut, Reuter reports from Beirut.

A partially mummified corpse, found dumped in a street early on Sunday, was identified by pathologists at the American University Hospital as that of the US Marine Corps lieutenant-colonel who was kidnapped in February 1988.

In a coffin draped in the Stars and Stripes, Col Higgins's remains began the journey home on board a van escorted by guards to the US embassy. The coffin was to be flown by helicopter to Cyprus and on to the US for burial. A Lebanese kidnap group said on July 31, 1988, that it had killed Col Higgins, then 44, in retaliation for the kidnapping by Israeli commandos of the pro-Iranian Hezbollah cleric, Sheikh Abdul Karim Obeid.

### FAO aid appeal for Africa

At least 13m people in Sudan and Ethiopia risk starvation due to civil wars and drought, the United Nations food agency said yesterday, Reuter reports from Nairobi.

"Food production rose in Sudan and remained above average in Ethiopia during 1991, but victims of drought and strife will need more than 1.5m tonnes of food aid next year," said a Food and Agriculture Organisation statement. A staggering 9.75m people in the two nations will go hungry due to poor crop yields, according to the statement.

### Burundi-Rwanda dispute ends

A week-long dispute over the fate of 223 people who sought refuge in Rwanda's embassy in the Burundi capital of Bujumbura ended yesterday when they left the diplomatic compound to be questioned by police, Reuter reports from Bujumbura.

Official sources who said the asylum-seekers were Rwandans of "suspicious" origin were let from the embassy and escorted to the national police college in the presence of delegates of the International Committee of the Red Cross. Burundi has blamed people from its central African neighbour of being part of a rebel attack against Bujumbura and surrounding areas last month.

### S Korean warning on N-talks

Mr Roh Tae Woo, the South Korean president, said yesterday that the US should not contact North Korea directly over the nuclear weapons dispute, as Pyongyang demands, Reuter reports from Seoul.

"In connection with North Korea's nuclear issue, the United States should not negotiate directly with North Korea," a presidential aide quoted Mr Roh as telling a visiting US congressman, Mr Steven Solarz.

### Nigerian plan for coalition

Thirteen leading Nigerian politicians recently freed from military detention have formulated plans for a government of national consensus in late 1992 to help rid Nigeria of instability, a leader of the group, Mr Abubakar Rimi, a former civilian governor of the northern state of Kano, said yesterday, Reuter reports from Lagos. The 13, representing a broad spectrum of views, were freed last Friday after being held for three weeks in a guest house for defying a ban, now lifted, on their participation in politics.

### Marcos surrenders to court

Mrs Imelda Marcos, facing trial for alleged corruption, was finger-printed after surrendering to a Philippine court yesterday and said the "ugly" episode would spoil her Christmas, Reuter reports from Manila.

She appeared in court on charges of helping her late husband, former dictator Ferdinand Marcos, loot the economy and hide their wealth in Swiss banks.

## COMPANY NOTICES

### NOTICE OF A MEETING OF CREDITORS

A MY LADY'S CONFIDENCE LTD LIMITED IN ADMINISTRATIVE RECEIVERSHIP NOTICE IS HEREBY GIVEN pursuant to Section 49(1) of the Insolvency Act 1986, that a meeting of the creditors of the above-named Company will be held at The Royal Exchange, 12th Floor, 121 London Wall, London, EC2R 5BB on 7th January 1992 at 12.00 noon for the purposes mentioned in Section 49(4) of the said Act.

A person is only entitled to vote at this meeting if:

(a) he is in writing of the debt claimed to be due from the Company and is entitled to receive payment of more than £200 on the date of the meeting; and

(b) he is not in writing of the debt claimed to be due from the Company and is entitled to receive payment of more than £200 on the date of the meeting.

If you wish to participate in the meeting, you must give notice in writing to the office of Lethbridge Crowley & Davis, 43 Conduit Street, London W1R 9PS, by 30th December 1991 at 12.00 noon for the purposes provided for in Section 49 of the said Act.

A list of names and addresses of the above creditors will be available for inspection at the office of Lethbridge Crowley & Davis, 43 Conduit Street, London W1R 9PS, between the hours of 10.00 am and 4.00 pm on the two business days preceding the date of the meeting.

Given this 20th December 1991

T. B. Mansfield, Director

### NOTICE OF CREDITORS

Pursuant to Sections 89, 90, 100 and 101 of The Insolvency Act 1986.

NOTICE IS HEREBY GIVEN pursuant to

Section 96 of The Insolvency Act 1986, that a meeting of the creditors of the above-named Company will be held at the office of Lethbridge Crowley & Davis, 43 Conduit Street, London W1R 9PS on 20th December 1991 at 12.00 noon for the purposes provided for in Section 49 of the said Act.

A person is only entitled to vote at this meeting if:

(a) he is in writing of the debt claimed to be due from the Company and is entitled to receive payment of more than £200 on the date of the meeting; and

(b) he is not in writing of the debt claimed to be due from the Company and is entitled to receive payment of more than £200 on the date of the meeting.

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# Reforms at stake as Algerian elections loom

Francis Ghilès analyses the fundamentalists' challenge to an aspiring democracy

**T**HE government of Mr Sid Ahmed Ghazali faces its sternest test on Thursday when Algerians vote in the first multi-party general elections since their country achieved independence in 1962.

At stake is not simply the question of the challenge Moslem fundamentalist parties will present but the fate of the reforms aimed at liberalising Algeria's state command economy, which have been promoted by Mr Ghazali and his predecessor, Mr Mouloud Hamrouche.

The outcome is keenly awaited in neighbouring Tunisia and Morocco, which have chosen to contain Moslem fundamentalism by more brutal means as well as in France, Italy and Spain.

The conundrum Algeria faces may be insoluble: how does an aspiring democracy cope with a movement, many of whose leaders make no secret of their contempt for freedom of political choice? At the same time, the government is having to implement a painful economic reform programme for which it is almost certainly going to pay a price at the polls. Most prices have doubled since last March, a rise made necessary by a quarter of a century of artificially low prices and inflated bureaucracy.

The Prime Minister has been as good as his word and has battled hard with outgoing deputies, all of whom belong to the party which, until the riots of October 1988, held a monopoly of power in Algeria, the Front de Libération National (FLN), to secure a fairer electoral law.

**M**r Ali Haroun, the respected lawyer appointed last June as minister of human rights, a post unique in the Arab world, has ensured that, despite the internment of thousands of FLN supporters last June (all but a handful have now been released), there is a conspicuous absence of the usual indicators of large-scale human rights violations (such as com-

plaints from Amnesty International).

However, the recent killing of three soldiers in the border post of Guemmar in the south east by a commando of fundamentalists prompted a furious reaction from the army. The Minister of Defence, General Khaled Nezzar, claimed the FLN had indirect links with the group and vowed to "wipe them out."

And so he did. In ferocious shoot-outs his men killed 25 members of the commando unit. The incident comes at a convenient time for those wish-

ing to scare people off supporting the FLN and underlines the army's key role.

While FLN leaders clearly wish to participate in the elections, their more restive supporters may still be tempted to cause trouble. Arguments over whether the FLN should participate or not have raged among its leaders since last June, some senior members of the party expressing the view that by abstaining they would be keeping their powder dry for the much more important presidential elections due in 1993. Real power in Algeria rests with the head of state.

The FLN is also torn between an old guard, fearful of reform and a younger generation who desperately want to regenerate the party which freed Algeria from the French.

Two main secular parties, the Front des Forces Socialistes and the Rassemblement pour la Culture et la Démocratie, are also vying for the votes of those Algerians who want to build a modern and free society, together with 43 other parties.

But such considerations may be far from the minds of the average Algerian confronted by spiralling price rises.

A period of belt-tightening lies ahead, with most Algerians hoping that the elections will bring a period of stability and serious government.

If they do not, what is left of the educated and technical élite will follow the tens, if not hundreds, of thousands of their compatriots who have settled abroad, in Europe and North America.



Sid Ahmed Ghazali: aims to liberalise the economy

# Uneasy truce for Jew and Christian

By Hugh Carnegy  
in Jerusalem

"WHAT a tragic mistake," said the preacher at St George's Anglican Cathedral in Jerusalem, that the Jews had failed to recognise John the Baptist as Elijah, returned to herald the Messiah's coming.

At Christmas in the Holy Land, there is an acute sense that Christ's birth marks the starting of the ways between Judaism and Christianity. Twenty centuries later, the relationship is as complex and fraught as ever.

Today in Bethlehem, the hilltop town in the Israeli-occupied West Bank where Christ was born, celebrations take place under Israeli army control, as has been since Israel captured East Jerusalem, the West Bank and the Gaza Strip in 1967. Israeli buses will ferry worshippers to Midnight Mass in Bethlehem's Manger Square, where the fortress-like Israeli police station looks down on the Church of the Nativity.

This is only one manifestation of the uncomfortable relationship between Jew and Christian in the Holy Land. To Israelis, memories of the horrors suffered by Jews in Christian domains are ever present. In 1992, much attention will be paid to the 50th anniversary of the expulsion of Jews from Spain and their dispersal in the Sephardic diaspora.

Mr Moahe Giboia, the foreign ministry's head of relations with the Christian churches, says the establishment of Israel changed, but did not simplify or smooth Christian attitudes to the Jewish people. "The creation of Israel was for many Christians the antithesis of what they expected, because it contradicted their understanding of the punishment the Jews had to bear for rejecting Jesus."

Israel sees relations with the Roman Catholic Church as most frustrating. The Vatican only voiced formal recognition of Israel during the Gulf War, when Israel was under attack by Iraqi Scud missiles. But the Vatican still refuses diplomatic relations until the status of Jerusalem is resolved and Palestinian and Christian in the Holy Land have been secured.

These days, much of the Vatican's position is explained by its concern about the Palestinian Roman Catholic community, one of the three largest among the 140,000 Arab Christians who live in Israel and the occupied territories. No less than 42 different Christian churches in Jerusalem cover Armenians, Copts, Ethiopians, Evangelicals, Lutherans, Presbyterians and many more.

Israel proclaims their presence as evidence of its commitment to freedom of worship.

But most indigenous Christians oppose the Israeli occupation, and are critical of the way Israel has treated its Arab population. The Rev Naim Attek is a priest in the tiny Palestinian Anglican community who was born in Beisan, today the Israeli town of Beit Shean. His parents being forced to leave his home in 1948 at gunpoint. He accepts Israel's right to exist, but adds: "I see Israel as a state which has done a great injustice to the Palestinians."

Many Christians from overseas think Israel's creation was God's work, fulfilling Old Testament prophecies. These evangelicals, mainly from the US "Bible Belt", come to Israel every year to proclaim support for the State of Israel. They are joined by another brand of Christian Israel-backers whose support is based more on the desire to atone for past wrongs done to Jews by Christians.

The German economy is in a difficult situation which could weaken Israel and reduce the PLO.

It could be a blow from the north, and with significant implications for the UK economy, since Germany is a major trading partner for the UK. The PLO will be ahead in 1992 with a

## FOR ALL FINANCIAL

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## New Year hangover awaits UK chancellor

By Peter Marsh, Economics Staff

MR NORMAN Lamont can probably look forward to a relatively peaceful Christmas. But the chancellor might be advised to prepare for a massive New Year hangover.

The consensus yesterday was that problems for sterling over its position in the European exchange rate mechanism (ERM) are likely to remain dormant during the holiday, but crop up with a vengeance in early January.

With all other ERM countries having increased their rates recently, pressure on sterling in the system may force Mr Lamont to lift UK base rates from their current 10.5 per cent.

Disastrously for the chancellor – and possibly for the hopes of the Conservatives in winning next year's election – such a move would take place just as many politicians and businessmen are calling for a reduction in rates to boost the flagging economy.

The crisis over monetary policy started last Thursday, when the Bundesbank tightened German rates by 0.5 per cent to crack down on inflation caused by unification.

This triggered demand for D-Marks, with the effect amplified by the US Federal Reserve action the next day in cutting US interest rates – which caused many international fund managers to swap dollars for the German unit.

The resulting strain in the ERM, which links nine European currencies in fixed margins around the D-Mark, led to the monetary authorities in Denmark, the Netherlands, Ireland and Belgium lifting their rates at the end of last week. France, Spain and Italy and Spain soon followed.

In weak trading yesterday, sterling closed in London at 2.84, roughly half a penny above its effective floor in the ERM and 11 pennies below its DM2.95 central rate. Should the D-Mark strengthen significantly in the New Year, sterling could sink further, forcing the chancellor a highly unpopular action.

In Britain's favour, it is the only ERM currency, except the Spanish peseta, with a 6 per cent margin against its central D-Mark rate.

All the other units have relatively tight, 2.25 per cent bands, which gives Britain and Spain more room for manoeuvre within the system.

Were the German economy to show a slowdown in activity next month, it could weaken the D-Mark and reduce the ERM strains.

This would be a bolt from the blue, however, and with all signs from the UK economy indicating continued weakness, which is hardly likely to buy investor support for the pound – Mr Lamont will be looking ahead to 1992 with a lack of relish.

## Decline in manufacturing exports hits trade deficit

By Peter Marsh, Economics Staff

BRITAIN had a trade deficit on manufactured goods in the three months to November of £1.2bn, after a £5m surplus in the previous three months, the Central Statistical Office (CSO) said yesterday.

The key element of the change is that the value of manufactured exports declined by 5 per cent between the three-monthly periods, from £23.5bn to £21.2bn, while imports edged up by 0.5 per cent from £22.5bn to £22.4bn.

Behind the seasonally adjusted figures is that export markets for many UK companies have become more difficult in recent months, as overseas economies such as the US and Germany have shown signs of weakness. Meanwhile, import growth has been relatively small due to the faltering nature of the UK recovery.

As regards trade in merchandise goods including oil, exports last month were slightly higher than in October at £8.7bn, while imports also increased fractionally to £8.5bn, giving a visible trade deficit of £88m.

Taking into account trade in visible items such as services, interest payments and assorted financial transfers,

As for imports, which saw a

the CSO is projecting a surplus in this area in November of £200m.

In volume terms, merchandise exports in the three months to November were 3 per cent down compared with between June and August.

Exports of general consumer goods and food, drink and tobacco were up by 6.5 per cent and 5.5 per cent respectively.

As for imports, which saw a

15 per cent decline in volume terms between the three monthly periods, the categories showing the biggest falls were fuels and cars.

In value terms, exports to the rest of the EC showed a 1.5 per cent decline between September and November, compared with the preceding three months.

Exports to the US were down 12 per cent between these periods.

## Officials try to calm Tory nerves

By Ivo Dawney, Political Correspondent

THE government was last night calming frayed nerves about the state of the economy

claiming: "We have got the bad news behind us."

An increase in German rates had been anticipated, and the pressure on the pound centred more on funds leaving the dollar and opting for the D-Mark before sterling, the official added.

He also said the underlying rate of unemployment in

Britain has halved over the past three months and the state of the economy was "much better" than might have been expected at this stage of the economic cycle.

Mr Gordon Brown, Labour's trade and industry spokesman, said the trade figures were yet further evidence of the need for new policies.

The executives of all three unions reached agreement last week on a range of issues,

## Threat of closure to telecoms directorate

By David Owen

THE government has told the Home Office department which provides vital telecommunications services to the police and fire brigades to halve its trading losses or face possible closure.

A financial plan agreed with ministers requires Dteis, formerly the Directorate of Telecommunications, to cut its deficit from an expected £4m this year to £2.2m in the year ended March 1992. If Dteis meets or exceeds these financial targets, it will almost certainly be privatised.

Its senior management is confident that Dteis will meet the conditions laid down in the plan, pointing out that all targets set since 1989 have been hit.

"When we started this I think there were very grave doubts... that it would sur-

vive," said Mr Nigel Finlayson, head of Dteis. "Now I am cautiously optimistic about the future."

Management is said to have satisfied the government that pursuing the closure option would involve substantial costs.

Neither maintaining the current position nor moving to agency status are regarded as realistic alternatives by the government. Officials note that the agency concept is only intended for civil service activities that are not deemed suitable for privatisation.

After many years as a centrally funded procurement agency for radio equipment, Dteis has been competing head on with the private sector since April 1989 in the provision of installation and maintenance services.

## FOR ALL INTERNATIONAL FINANCIAL ADVISERS

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## UK NEWS

### BRITAIN IN BRIEF



### Water users face steep rise in bills

Customers of South West Water (SWW), the west of England water supply company, face steep rises in their bills next year to pay for environmental improvements and, together with the rest of the industry, can expect further increases in subsequent years.

The Office of Water Services (Ofwat), the industry's economic regulator, announced it was allowing SWW an increase in its charges of around 16 per cent, or £30 on the average bill, to meet substantial new European Community obligations not apparent when the industry was privatised two years ago.

The decision underlines the sharply rising costs to customers of meeting environmental improvements demanded by the EC.

Lex, Page 10



Christmas 1991: homeless Londoners queue for food in a converted warehouse near Tower Bridge where the charity 'Crisis' expects to feed and accommodate 1,800 people over the next few days.

The charity, which is ready to serve 3,000 meals a day over the week-long holiday period, is seeking £2m annually to fund 250 long-term homelessness projects in the capital.

them a single global [communications] rate. We couldn't do that because there are different business costs in each market that we operate in."

It said that Laura Ashley had continued to discourage customers from using their American Express cards. As a result American Express has cancelled its agreement with Laura Ashley, invoking a clause which prevents retailers from favouring one card over another.

### Amex in Laura Ashley dispute

American Express has stopped Laura Ashley stores from accepting its card after a dispute which began when a senior executive of the US company tried to buy goods with his charge card but was asked if he had a different one.

"We found out that they were asking customers to use another card," American Express said. "When we went to them to ask what was going on, they wanted us to give

them a single global [communications] rate. We couldn't do that because there are different business costs in each market that we operate in."

Labour plans to introduce a national curriculum for teacher training and more classroom experience. There would be training for those returning to teaching after a break and development throughout teachers' careers.

### Thames awards £85m contracts

Thames Water has awarded two contracts totalling £25m for improvements at two water treatment works serving London – part of the privatised company's £360m improvement programme. The contracts account for two-thirds of a £130m investment at Ashford Combe, near Staines, and Walton on Thames, to produce high quality water and increase the amount of water treated each day.

Launching the party's proposals for "overhauling" teacher training, Mr Smith said Labour would also try to cut

## Financing major projects - BNP's global role.

Balance sheet size, client base and branch network all shape a major bank but it is the vision and size of the projects financed by BNP that make it a truly global bank.

These are some of the major projects currently financed by BNP throughout the world:

**Cogen Technologies - USA:** USD 500 million. BNP is Arranger and Underwriter for this large natural gas co-generation project (614 MW).

**Cananea - Mexico:** USD 500 million. BNP is Arranger and Underwriter of a Debt/Equity swap for one of the world's largest copper mines.

**Hotel Meridien - Barcelona - Spain:** BNP is Arranger and Agent for non-recourse facilities to finance 218 room 5 star hotel.

### Lead managers for:

**Mexico:** Tuxpan thermal power station (GEC Alsthom) - FRF 2.2 billion.

**China:** Pingguo aluminium plant - FRF 250 million.

**Hainan Airport (SPIE Batignolles)** FRF 250 million.

**Morocco:** Jorf Las Far thermal power station - FRF 1 billion.

**O.N.P.T. Alcatel** - central telephone exchange - FRF 350 million.

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## MANAGEMENT: The Growing Business

# Sowing the seeds of knowledge

Charles Batchelor says that small business services companies have to fight if they want to grow big

**F**orged the gleaming laboratory or the hum of mining production line normally regarded as the symbols of dynamism. Britain's latest industrial revolution is taking place in cramped, sparsely furnished offices like those of Initiative Europe in south London.

Squeezed between a railway line and a one-way road system, Initiative Europe's offices may not convey an impression of commercial vitality. But companies like Initiative Europe, which produces newsletters and directories for venture capitalists, have provided much of the small firms' growth in the past decade.

Knowledge-based companies providing services to business have been one of the fastest growing areas in the services sector, according to a recent study<sup>1</sup> by researchers at Cambridge University and University College London.

It shows that the number of enterprises providing services rose by 18,000 or 23 per cent between 1985 and 1990 compared with an increase of just 14,000 or 9 per cent in manufacturing businesses.

Growth was most dramatic in professionally-based, information-intensive sectors, the researchers discovered. It occurred in areas such as computer services, management consultancy, market research, public relations and employment recruitment.

Small firms are well able to compete with large by applying their expertise (usually gained in a large firm) to specialist niche markets. They are also more flexible and can call on networks of associates to help them.

Initiative Europe started out ambitiously with a staff of four, says Antonia Millen, one of the co-founders. The reason for this was the need to build up rapidly a sufficiently large range of products to sustain the business. Both Millen and her co-founder, Simon Thornton, had left an established company supplying data to the

venture capital industry so they were aware of the competition. Now three years old, Initiative Europe has a staff of five, turnover of £250,000 and it has just started to make profits. Growth has proved tougher than planned - the founders had expected to break even in the first year.

But the company has been successful in launching two newsletters and two directories and is starting to market a register of institutions involved in venture capital investing.

Despite the academic researchers' findings that the general climate was favourable to new ventures in the business

Small firms' view of their competitive strengths

	Number of mentions
Quality of work	45
Knowledge of specific markets/expertise	30
Quality of firm's staff	30
Personal attention of clients needs	29
Flexibility	24
Reputation	21
Specialization	20
Price	17
Awareness of client's requirements	14
Added value	12

Source: Cambridge University Small Business Research Centre

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Despite the academic



Initiative Europe's Antonia Millen and Simon Thornton

depend on subscriptions for newsletters and other publications, the financial picture is less favourable. Subscriptions are treated for accounting purposes as a current liability while the revenues are spread out over the period for which the subscription runs. The accountancy treatment of subscriptions means newsletter publishers have large current liabilities and a negative net asset position.

The drop in the price of computers mean that the small firm can match its larger rivals in technology. Tallboys, who worked for several large City firms before setting up on his own, says his firm's two personal computers - which cost about £3,000 - give him the same capacity and access to on-line databases as any of his former employers.

Raising start-up finance is not a large problem for new businesses in this field, according to the research study. Michael Pearce says he had no difficulty borrowing from his bank £15,000 of the £30,000 he needed to get started.

But for businesses such as Initiative Europe, which

fered a setback when one of the four founding staff decided not to return after taking maternity leave, says Millen.

The low barriers to entry mean staff can spin off and set up on their own almost as easily from a small business as they can from a large one. Awareness of the fact that staff can walk out of the door has partly conditioned Initiative Europe's approach. By concentrating on established publications it will be creating a saleable asset which cannot walk off, says Millen.

The in-built fragility of firms in the field of business services puts a question mark over their future. Britain has done well at creating new businesses in recent years but less adept at helping them grow to any size. As the services sector comes to play a larger part in the economy the issue of growth seems set to become even more acute.

**\*Entrepreneurship and Flexibility in Business Services: The Rise of Small Management Consultancy and Market Research Firms in the UK.** By D. Keeble, J. Bryson and P. Wood. Tel: 0223 333392.

# Learn how to read and how to lead

Charles Batchelor finds crackers on the bookshelf

If you have spent the past 12 months, forgetting appointments, double-booking lunches, failing to delegate responsibility or neglecting to assume the leadership that was yours due to the hope for the year ahead.

The business sections of most good bookshops are positively bulging with succinct and informative handbooks on how to take a firm control of your destiny and banish all the failings which have been holding you back.

Be an Achiever by Geoffrey Moss (88 pages £5.99) starts it must be said, somewhat limply, quoting an influential businessman on the secret of his success. "If I have learnt one thing over the years," this captain of industry vouches, "it is that no-one owes you a living."

It goes on by inviting readers

to classify themselves in one of three categories: those who make things happen; those who watch things happen; and those who wonder what happened. There follows a sachet of helpful hints on choosing careers, chairing meetings and delegating responsibility.

For the under-achiever in search of a slightly more inspirational tone, Pat Helm and Elwood N Chapman's Learning To Lead (78 pages £5.99) will provide a boost. The authors might be accused of dallying with the occult in chapters headed the Developing Your Leadership Power Sources and Developing a Vision.

Personality power is the most important of our three primary sources of power alongside role power and knowledge power, the authors explain. It is, they suggest, advisable to play down your role power because a true leader does not need to remind team members that he or she is in charge. Instead, you should capitalise on your different personality traits.

Pick a familiar object. A banana, for example. Work through your senses evoking memories. Take hearing. Think of what the peal sounds like coming off, what it sounds like when you bite into it, when you eat it with a spoon.

Mr Foster's other suggestions

Your Concentration! (Sam Horn 102 pages £5.99) offers the prospect of a healthy antidote.

But this impression does not last for long. Sam (a woman by the way) has no intention of keeping things simple. In the chapter entitled Why Can't I Concentrate? she identifies no fewer than 11 blocks to concentration, leaving extra white space for readers to add their own pit distractions.

In what must surely be a certain winner in any "Problems you didn't know you had" competition she goes on to explain the difficulties caused by Low Frustration Tolerance and Lack of Interest or Motivation.

A later chapter provides no fewer than seven tips on motivating yourself to concentrate on uninteresting tasks. One way to get a boring task done is hardly a tame to make heavy demands on the techniques it advocates.

Having briefly described situations in which the ability to read comes in useful - receiving memos, staying informed about world events and so on - and explains that reading more effectively can increase your income, improve your company's profits and increase job satisfaction. An important tool required for speed reading is a "pacer". The index finger is the most convenient one, she suggests. It acts as a useful discipline for our eyes which, she explains, with clinical rigour, can be "jerky and lazy".

Those readers who remain sceptical of the benefits that can be gained from self-help books of this type should not forget an extremely valuable alternative role which they can fulfil at this festive time of year.

Most are packed with boxes to tick, spaces to fill in and self-assessment questions to puzzle out. If the latest board game fails to thrill, these books will provide more than enough interest and humour to compensate. Their advantage over a conventional board game is that they do not require any other players. Enjoy yourself.

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NOTICE IS HEREBY GIVEN, pursuant to Section 49(2) of the Insolvency Act 1986 that a meeting of the unsecured creditors of the above named company will be held at Halladay Inn Royal Victoria Sheffield, Victoria Station Road, Sheffield S4 7YE on 16 January 1992 at 2.30 p.m. for the purpose of having a copy of the report prepared by the administrators receivers under Section 48 of the said Act. The meeting may, if it thinks fit, establish a committee to exercise the functions conferred on creditors' committee by or under the Act.

Creditors are only entitled to vote if:

(a) they have delivered to us at the address shown below, no later than noon on 14 January 1992, written details of the debts they claim to be due to them from the company, and the claim has been duly admitted under the provisions of Rule 3.11 of the Insolvency Rules 1986; and

(b) there has been lodged with us any proxy which the creditor intends to be used on his or her behalf.

Please note that the original proxy signed by or on behalf of the creditor must be lodged at the address mentioned. Photocopies (including facsimile copies) are not acceptable.



## Stopping war in Yugoslavia

YESTERDAY. Germany became the first European Community country to recognise the independence of Slovenia and Croatia. As a result, Yugoslavia, in effect, ceased to exist.

Germany's decision to recognise these two republics before January 15 — the date agreed by EC foreign ministers — so as to give time for republics seeking recognition to meet certain criteria — means that EC unity on foreign policy has been fractured; the cost of this is not at this stage countable, but it may be high. Since Germany has also recognised a Croatia which is in a state of war, is not in control of its borders, and cannot guarantee the security of its Serb community, it has also created an anomaly precedent by setting new standards for the recognition of states which will prove relevant elsewhere in eastern Europe.

Germany's decision to recognise the war to other republics, particularly Bosnia-Herzegovina. Indeed, Croatia has been anxious to open up a second front in Bosnia, in order to prevent the army from consolidating its grip over eastern Croatia. If the fighting is to be contained, two things must happen: an erosion of the fire-power of the Serb-dominated federal army, and the curbing of Serbia's territorial ambitions. Neither objective will be easily attained; Germany should now lead its EC partners towards a serious attempt.

### Economic strain

Although Germany is not a member of the UN Security Council, Bonn's decision is entirely consistent with its longstanding policy on the Balkans. For months Mr Hans-Dietrich Genscher, Germany's foreign minister, has said it would recognise Croatia before the end of the year. Germany never doubted that Serbia was the aggressor, that Croatia was being militarily occupied, and that a part of the republic was being destroyed.

### Shapeless policy

Emotions were heightened by the presence in Germany of a sizeable Croat catholic community and the close ties many Germans feel with a country familiar from holidays, not to mention their country's close historical and economic links with Yugoslavia. With the waning of US influence in Europe since the end of the cold war, Germany has felt increasingly strongly that it must take the lead in shaping the EC's and in effect the west's often shapeless policy. The war in Yugoslavia confirms Germany's *entrée* into this arena.

With self-assertion, however, comes responsibility. Germany must now start to analyse what recognition means, and how the fighting can be stopped. Above all, it must avoid fuelling Croat illusions

## Following the German suit

TO FOLLOW or not to follow, that was the question. It was a question that could have only one answer. All the interest rates of currencies within the exchange rate mechanism have followed the Bundesbank's lead, except for UK's, whose government is hanging on to a 10.5 per cent base rate by its fingernails. At such times, people dream of realignments. But if lower interest rates are what they seek, such thoughts are pointless. What is needed, instead, is modification of the European Monetary System in the period leading to economic and monetary union.

That the German interest rate increase was economically inappropriate for the rest of Europe is evident, especially when it was so promptly followed by the one percentage point cut in the American discount rate. Short term real interest rates in France, for example, are now around 7 per cent, a frightening level for an economy struggling with high unemployment and low economic growth.

Nevertheless, a general realignment would not lower interest rates in the rest of Europe. The rate of interest of a given currency can be below that for the D-Mark only if the currency in question is confidently expected to appreciate against it. But there has not only never been a realignment against the D-Mark within the ERM, but it is virtually inconceivable that the German authorities would permit one. Interest rates — both short and still more, long term — cannot for long (and will never be much) below those of a currency that is never expected to devalue against the others.

**Competitiveness**

The benefit of realignment would, therefore, be that of increased competitiveness, with that gain offset by somewhat higher inflation and, almost certainly, by higher interest rates as well. But experience with the effects of the post-unification surge in German demand upon the rest of Europe suggests that enhanced export opportunities would normally fail to offset the cost of higher interest rates.

Realignments should not be ruled out for all time. A final adjustment for those current

**H**is morning sun gleamed coldly bright in a rain-washed sky. Helmut shivered as he pulled on his jerkin and tightened the leather belt. Puffing involuntarily a weather-stained pouch, the hobbit was momentarily comforted. Close to his skin for many weeks he had carried the metallic Mark, wrought with ancient skills and sustained in the furnaces of his people's industry. The device had not strayed from its holder during the night now passed.

Round-faced he was like a good number of his folk, and thick of waist; for hobbits — fond as they are of songs and simple jest — are gladder still to have before them food and drink, and like nothing better than six meals a day. Yet a strain was upon Helmut's countenance, and his frame had grown thinner. Of a peril and an urgency unsurpassed in fantasy was the errand on which he was embarked: to take the thing most precious to the Shire, and to destroy it in the Fires of Mount Beriay, far to the north, the realm of Delorin, of whom few now speak without a shudder, and none without a tear.

Seized by sudden desire, Helmut drew out the coin. Forged in a pool of dull mineral, and hard in his grasp, and clean and smooth to behold. Yet as he placed it in his palm, the ore did glimmer, and the Runes upon its surface became burnished, and blazed afame. For he who was versed in elven lore, the fiery letters could be discerned:

*One Mark to rule them all,  
One Mark to find them.  
One Mark to bring them all,  
In the darkness bind them.*

*In the Land of Buban, where  
the Shadows lie.*

Stirred as if by some far-off memory, Helmut sighed. Hastily he stowed away the disc before his retainer Genschee scurried up with the breakfast utensils. Mushrooms were prepared, their scent rising into the trees.

Helmut thought back to his boyhood long ago. Only now did the significance of the premonitions of Uncle Adenan become clear! The founder of the Shire had survived the Great Torment and brought his people to prosperity and had lived even by hobbit reckoning to an improbable number of years before he had so mysteriously disappeared. In the young Re-ordering of Middle Earth, the Eru would spring Dismay was in Helmut's soul on hearing the ruling. But learned enough in Knowledge was he to realise reluctantly he must obey!

The recollection sanded him anew. Genschee deadened the fire — cautious lest the wisps of smoke be seen by watchful eyes — and scoured the pans with fresh water, and saddled the ponies. In silence they set out into the grey of a morning which the night-mist would not lift during long hours ahead.

Far to the South, in the many-windored Tower, the power of Buban was already aroused. It sent forth its searchers and its servants ceaselessly and unyieldingly, seeking that which had been lost — and which it

desired by all. For it alone imparted power. Adenan was right: it must be sacrificed!

Helmut shivered again, and reflected on his experience before the Congress of the Elders, at the Round Hall on the Maa River a fortnight before. The King-Men of the West and South, Mithrandir and Androth, rulers of proud and courtly bearing, whose tongues he admired but could only indistinctly comprehend, had thus decreed: the Mark must be smelting in the Fires of the North. From its fragments, the New Price of Middle Earth, the Eru, would spring Dismay was in Helmut's soul on hearing the ruling. But learned enough in Knowledge was he to realise reluctantly he must obey!

The small folk in the byways and riverbeds scampered into their cottages and their holes, and even the woodland creatures did cower. All at once the ponies stumbled, and Helmut was unseated. Genschee was flung aside, his packages of vials dispersed into the undergrowth. Helmut sensed the thrill of the Riders and their chill breath and was beset by an exhaustion which wormed numbly into his bones. "Go back!" he cried weakly. "Go back to the Land of Buban, and trouble me no more!" His voice sounded thin and shrill in his own ears. His foes laughed — a laugh more wan than solitude, more deadly than sin. "The Mark, the Mark!" they hissed. "Come with us — Eru shall not be!"

Suddenly, there followed a rush and a confusion and a whirl of hooves. Majorier, the Grey Warrior from across the Water, was in their midst! Great was his anger and stout was his staff. His sword Sterling, notched and bloodied

vowed to find again! Like the aching scar of an old knifewound, Helmut felt the pull.

The pouch seemed ever heavier, like a mill-weight, drawn to its Masters. All the countryside was seared with alarm. The 16 Black Riders from the Council of Buban, terrible of demeanour, were abroad, reclaiming what was theirs: "The Mark, the Mark!"

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od's gift  
mankind  
Dr George Carey  
Archbishop of Canterbury



## LETTERS

### Regulatory threat to water management

From Mr Roy Watts

Sir, There was one aspect of Richard Evans' article on the impact of regulation on the water industry ("Business and the Environment," December 18). This was the likely effect of increased regulation on the talented people attracted to the water industry by privatisation, and who are now rapidly rebuilding the country's water system.

Harnessing this talent with the industry's existing professional and technical expertise is producing a powerful com-

bination. It would be a tragedy if this movement was discouraged.

Our managers are instructed to produce results and to excel. If their achievements are to be diluted by the regulator the customer will not gain, he will lose.

This is a long-term industry requiring long-term solutions. Short-term, detailed regulation will help nobody.

Roy Watts,  
Chairman,  
Thames Water  
14 Cavendish Place,  
London W1M 0DJ

### Australia: problems date from 1972 and solution lies in a changed attitude towards work ethic

From Mr Peter Frankel

Sir, I think there are two misconceptions which have to be rectified in your otherwise excellent report on the change of the prime ministership in Australia ("The magic wears off," December 13).

The current account and foreign debt problem did not develop in 1989. It started as far back as 1972, when Australia owed nothing. As president of the Melbourne Chamber of Commerce between 1977 and 1979, and during my continuous involvement with commerce in Australia until 1987, I witnessed continuously, publicly and in discussions with all prime ministers since Mr Gough Whitlam, that the poli-

cies adopted by Australia in relation to exports and foreign exchange earnings were totally misguided. There was no hope of rectifying the situation, I said, unless Australia developed an export culture.

Nobody listened. Mr Malcolm Fraser allowed the debt to grow, without doing anything about it, to in excess of \$A20bn by the time the Liberals were voted out of power; and Mr Bob Hawke presided over an increase of the debt to somewhere near \$A140bn.

Neither is it helpful that the speculation in the Australian dollar, making it the fifth most traded currency in the world, has kept it at an unwarranted and unacceptable level, making

### Is DM at upper limit, coming down, or not in ERM at all?

From Mr Ade Onighanjo

Sir, Is the D-Mark really in the ERM? On the face of it this is a ridiculous question, but it has become relevant with the recent rise in German interest rates.

Since all the currencies in the narrow band are supposed to have upper and lower limits, can it not be argued that an increase in DM interest rates that pushes the other currencies towards their respective floors really means that the DM has reached its own upper limit and should come down, rather than every other country being forced (like the flock of sheep recently referred to by

an ex-prime minister) to increase interest rates?

Or is it the case that since all currencies are measured against the DM, the level of the DM is never taken into account?

Ade Onighanjo,  
33c Woodville Road,  
Thornton Heath,  
Surrey

### Phasing out

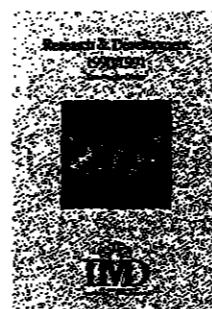
From Mr Roland Freeman

Sir, Having advocated in your columns the partial abolition of stamp duty on house purchase (Letters, October 23) I am delighted that the chancellor has taken this step. However, action is now needed.

Mr Lamont should now consider increasing the tax relief on mortgages for first-time buyers to £50,000, but limited to, say, six years. That incentive could provide the kick-start to the housing market which is so badly needed.

Since market conditions have markedly improved, tax relief for those of us who are not new buyers could be gradually phased out. The money saved should be spent on helping the homeless and building homes to let at affordable rents.

Roland Freeman,  
28 Bedwin Street,  
Silsbury, Wiltshire



This 84-page "Equations for Change" brochure provides an overview of IMD's recent R&D activities.

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- Management Development 2000
- World Competitiveness Report
- Enhancing Cross-Functional Interaction
- Managing External R&D
- Competitive Dynamics
- Corporate Governance
- Society and Corporations
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A New School of Thought

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### Business failures

From Mr Ian R McNeil

Sir, John Plender brought a welcome international perspective to discussions about corporate failures ("Search for safe places to do business," December 16). Many of the questions he asked about regulation are also being posed in other countries in recession where regulatory systems may be very different from the UK (for example, the US). Mr Plender also drew attention to the relatively poor standards of accounting and regulation in some other EC states.

Mr Plender went on to refer to the important role of the Accounting Standards Board in developing tougher financial reporting standards than was

previously possible in the face of opposition from industry. In this the ASB, underpinned by the Review Panel, has the strong moral and financial support of the auditing profession.

Mr Plender might also have mentioned the robust line now being taken by the Auditing Practices Board to long-standing problems, as reported elsewhere in your newspaper on December 15 and again on December 18. In addition, the system of audit regulation and inspection introduced on October 1 under the Companies Act 1989 is providing an extra safeguard for ensuring the competence and integrity of auditors. Mr Plender said that it was too early to pronounce on the

role of the accountancy profession in relation to Maxwell. He is right but he might have extended this conclusion to several of the other complex corporate failures of the last couple of years where it will take some time for the full story to emerge. If and when it becomes evident that there have been shortcomings in the way in which chartered accountants have acted, either as directors of the failed companies or as auditors, this institute will take disciplinary action. Indeed, all of the cases to which Mr Plender referred are either under review or investigation.

Until the facts are known, however, Mr Plender is not



IRA suspected of disruption as progress made towards new talks on Ulster's future  
**Firebombs shut down London Tube**

By Richard Evans in London

THE Irish Republican Army announced yesterday there would be a 72-hour ceasefire from midnight last night hours after London's underground system was shut down when two firebombs went off on the network.

No one had claimed responsibility for the incidents last night, but the authorities assumed they were part of a concerted IRA campaign against commercial and transport targets in the run-up to Christmas.

The IRA is campaigning for the removal of British troops from Ulster and for a united Ireland.

Although the entire Tube system was closed after two incendiary devices went off on trains in north London, the disruption was not as great as a week ago when all London mainline British Rail stations were closed after a device ignited on a track near Clapham Junction.

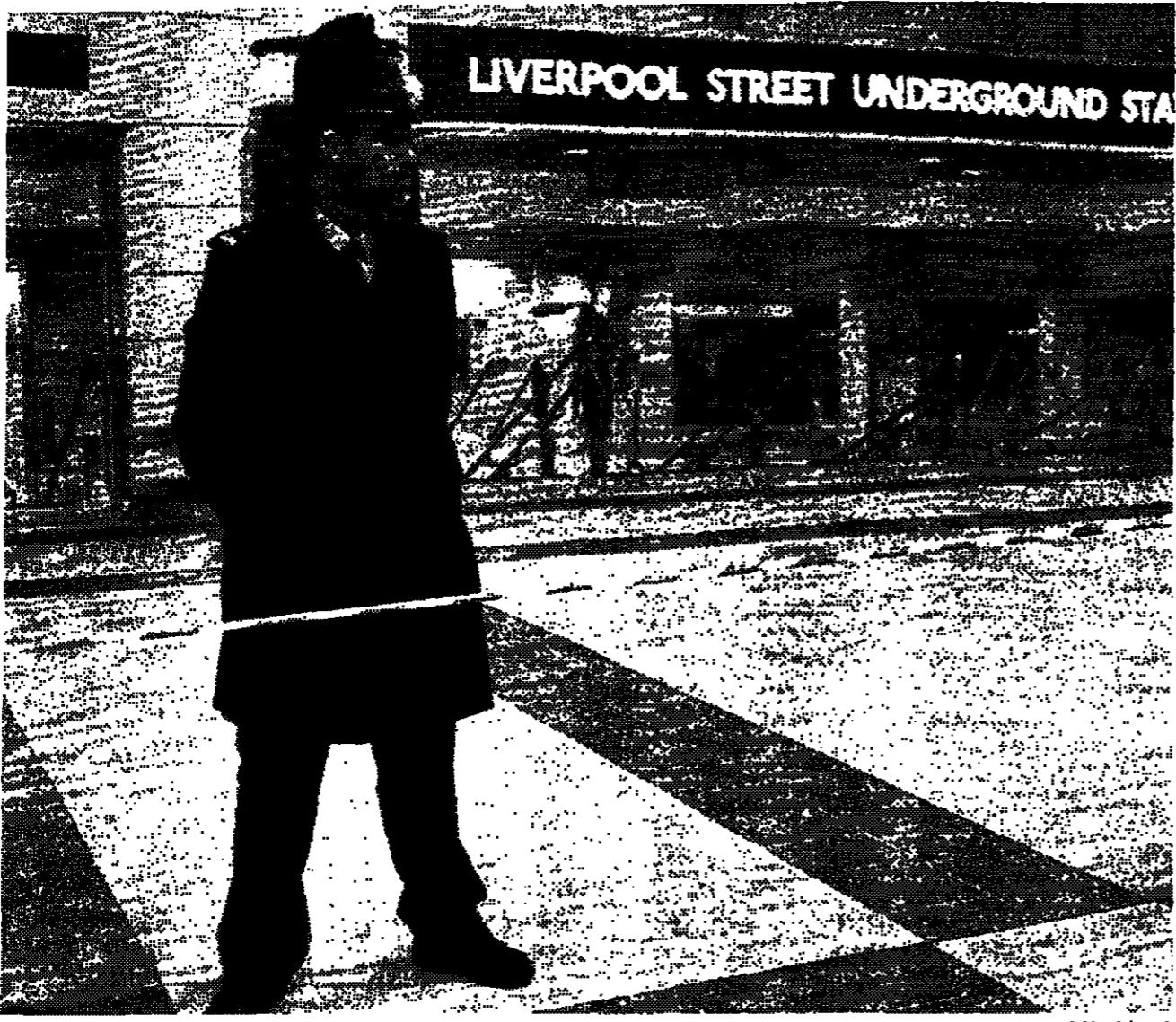
The scale of the disruption from early morning until a service was resumed on all Tube lines by 12.30pm showed that the terrorists had again succeeded in generating maximum publicity at little cost. No one was hurt in any of the incidents.

Despite security alerts in London and terrorist killings in Northern Ireland in the last week there has been, in Northern Ireland terms, significant progress towards restarting talks on the province's political future.

When "round table" negotiations involving the province's main political parties, the British and Irish governments, collapsed in July, few expected a resumption before next year's general election.

Increased terrorist activity usually hardens attitudes as Northern Ireland's politicians become more insular and defensive of the hard-bitten communities they represent. Unionists demand tougher security and an end to constitutional uncertainty.

But Mr Peter Brooke, Northern Ireland secretary, has managed to buck the trend a little. Northern Ireland's political



Police guard the entrance to a central London underground railway station, closed by IRA bombs early yesterday

leaders — whose mutual distrust is borne of more than two decades of "troubles" — must not feel as if they are being forced down a path they do not want to tread.

There is pressure from voters not to be seen as the party preventing talks from resuming.

Perhaps, too, the approach of an election has brought home

## Wall St soars after cut in interest rate

By Patrick Harverson in New York

US share prices soared in New York last night amid frantic trading as investors went on a buying binge in the wake of last Friday's big cut in interest rates by the Federal Reserve.

At the close the Dow Jones was up 88.10 at 3,022.58. It was the biggest one-day rise since the Dow jumped more than 100 points at the start of the Gulf war in January, and it was the first time the index had closed over 3,000 since mid-November.

The sudden surge of buying was a delayed reaction to Friday's decision by the Federal Reserve to boost the stagnant US economy by cutting the discount rate from 4.5 per cent to 3.5 per cent.

Mr Bush has suddenly remembered one of the rasher promises he made during the 1988 presidential campaign, when he pledged to create 30m new jobs in his first four years in office.

In the Roaring Eighties, this goal may have seemed feasible. Ronald Reagan created 17m new jobs in eight years. Under Mr Bush, the net civilian workforce has dropped from 117.3m to 116.9m.

growth plan that includes tax cuts and suggested that interest rates could go even lower, added fuel to the buying on Wall Street. Mr Fitzwater said: "Inflation is low and under control. We believe there is room for declining interest rates."

The stock market was also buoyed by a number of technical factors, including lower bond yields (the benchmark 30-year bond rose over half a point, pushing the yield down to just over 7% per cent), and some traditional Christmas "window dressing", with investment managers bidding prices higher in an attempt to boost the value of their stock portfolio before year-end.

The drastic easing of monetary policy sent investors flocking back to the equity markets yesterday as they bought stocks in the hope that exceptionally cheap domestic credit — US interest rates are at their lowest levels in almost three decades — will stimulate economic activity and spark a recovery in early to mid-1992.

Comments from Mr Martin Fitzwater, the chief White House spokesman, who renewed calls for an economic downturn.

It has taken Mr Bush some time to adjust to the reality of the recession, but in his latest speeches and public appearances the president has tried hard to identify with ordinary Americans affected by the economic downturn.

Next week, he will embark on his long-planned 10-day trip to Asia, accompanied by top executives from the hard-hitting car industry and other manufacturing companies.

In his own words, Mr Bush will carry a single message:

## Gorbachev on verge of resigning

Continued from Page 1

would be imminent British recognition of Russia as long as it assumed all the rights and obligations of the old Soviet Union.

Mr Gorbachev has pledged to step down once a smooth transition to the new order has been effected.

He interrupted an eight-hour conversation with Mr Yeltsin to take Mr Major's call, Interfax said.

Meanwhile rockets and artillery shells rained down on the Georgian parliament yesterday as the country's opposition strove to capture Mr Zviad Gamsakhurdia, the republic's president.

At least 30 people were reported dead in fighting in the streets round the parliament and on Rustaveli Avenue, the main street of the capital, Tbilisi.

Mr Gamsakhurdia was last night still refusing to surrender to the opposition grouping and called for support from outside the capital.

Local opposition sources said he and his family had been offered safe conduct out of Georgia.

The assault on the parliament building was led by Mr Tengiz Khitovani, head of a detachment of the national guard which had split from Mr Gamsakhurdia in September, and by Mr Tengiz Sigua, the former prime minister.

Mr Sigua resigned at the same time in protest against Mr Gamsakhurdia's increasingly authoritarian and isolationist policies.

The rebel guardmen have been camped outside the capital for three months, while guardmen loyal to Mr Gamsakhurdia barricaded the parliament building, which houses the presidential offices.

Mr Khitovani's guards began the assault on the parliament early on Saturday evening.

Mr Sigua told the Tass news agency that the government was unwilling to open talks to end the bloodshed. He said: "Our demands have not changed: we demand the resignation of the president".

Details, Page 5

## Bush adjusts to the recession

By Lionel Barber in Washington

THE US President and the First Lady will not be exchanging Christmas presents this year. This follows normal practice, according to the White House, but the public spotlight on George and Barbara Bush's restraint captures the mood of austerity which has swept Washington.

Downtown department stores are virtually empty; on Capitol Hill the offices of Congressmen and Senators are noticeably without the usual piles of liquor, chocolates and calendars; the homeless roam the streets in ever greater numbers.

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In the Roaring Eighties, this goal may have seemed feasible. Ronald Reagan created 17m new jobs in eight years. Under Mr Bush, the net civilian workforce has dropped from 117.3m to 116.9m.

## UK underlying trade deficit rises

By Peter Marsh, Economics Staff, in London

BRITAIN'S underlying trade deficit increased last month to its highest level for nearly a year, as signs continued of a difficult market for exports due to a slowing world economy.

The Central Statistical Office said yesterday that the visible trade gap, not counting oil and high-price erratic items such as aircraft and ships, increased from \$1.1bn (£22bn) in October to \$1.3bn in November.

Import volumes have risen slowly in recent months, partly a factor of the economy picking up from its extremely weak state early this year, while export growth has faltered.

In volume terms and on a seasonally adjusted basis, the best guide to underlying

trade changes — were sharply higher than in October. But this jump could turn out to be a statistical quirk against the general trend.

Including oil and erratic items, the overall current account deficit in November was \$5.97bn, as against a revised \$5.61bn in October.

The Treasury said the figures were in line with its forecast in last month's Autumn Statement of \$6.5bn current account deficit this year. It said exports were generally at a high level, though acknowledged concern that they could falter as a result of slow growth in countries such as the US and Germany which are

important trading partners for the UK.

Mr Gordon Brown, the opposition Labour party's trade and industry spokesman, said the trade numbers illustrated the poor state of the UK economy.

He said Britain would enter 1992 with investment and production still falling, and with the trade deficit worsening — even though in a recession it would be expected to decrease.

The Liberal Democrats also attacked the government's economic record, saying ministers were "walking backwards", when they should be trying to promote a recovery.

Details, Page 5

## WORLDWIDE WEATHER

Atmos	C	T	Berlin	C	T	Paris	C	T	London	C	T	Madrid	C	T	Nicaragua	C	T	Szeged	C	T	Toronto	C	T	
Afghan	5	18	61	5	17	63	Canadas	5	27	81	5	21	73	5	16	61	5	16	64	5	12	51	5	24
Algeria	5	21	62	5	17	63	Algeria	5	16	63	5	17	65	5	16	63	5	12	51	5	12	51	5	24
Angola	5	19	60	5	17	63	Angola	5	16	63	5	17	65	5	16	63	5	12	51	5	12	51	5	24
Argentina	5	19	60	5	17	63	Argentina	5	16	63	5	17	65	5	16	63	5	12	51	5	12	51	5	24
Athens	5	19	60	5	17	63	Athens	5	16	63	5	17	65	5	16	63	5	12	51	5	12	51	5	24
Bahrain	5	17	62	5	17	63	Bahrain	5	16	63	5	17	65	5	16	63	5	12	51	5	12	51	5	24
Bangladesh	5	15	59	5	17	63	Bangladesh	5	16	63	5	17	65	5	16	63	5	12	51	5	12	51	5	24
Barbados	5	15	59	5	17	63	Barbados	5	16	63	5	17	65	5	16	63	5	12	51	5	12	51	5	24
Bolivia	5	15	59	5	17	63	Bolivia	5	16	63	5	17	65	5	16	63	5	12	51	5	12	51	5	24
Bolivia	5	15	59	5	17	63	Bolivia	5	16	63	5	17	65	5	16	63	5	12	51	5	12	51	5	24
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Bolivia	5																							

Happy Christmas from  
TAYLOR WOODROW  
COMPLIANCE  
turkey  
e City  
1991

**FERGUSON ENTERPRISES**  
Number 1 in plumbing supply - U.S.A.  
**WOLSELEY plc**  
The name behind the name.

**FINANCIAL TIMES**  
**COMPANIES & MARKETS**

Tuesday December 24 1991

**INSIDE**

**Early Christmas cheer for Beazer**

US President George Bush has given Hanson an early Christmas present by signing a \$15bn bill that could bring a much-needed boost to US profits at Beazer, the construction group. It agreed to purchase in September for \$361m (£209m), Beazer's aggregated business, the second largest in the US, stands to benefit from the signing. Over six years, \$11bn of federal money will be allocated to road construction, and \$31.5bn to public transport. Page 12

**Conti expects 10% growth**

Continental, the German tyre and rubber products company, expects turnover to rise by 10 per cent next year with the world tyre market again growing by only 2 per cent. Page 13

**Shopping late for Christmas**



Recession has forced British retailers to resort to some desperate ploys to drum up trade. But so far, none has fallen back on that old standby - the "Shop Early for Christmas" sign. This is because shopping patterns are changing rapidly. Consumers are leaving Christmas purchases later every year. Behind these trends, and largely invisible to the average shopper, lie dramatic advances in logistics and technology which have revolutionised management of the supply chain. Page 15

**Red signs for retailers**

America's shopkeepers are praying for a miracle. Shoppers are to be seen, but the real question is how many consumers are buying and at what price. Walk for a couple of blocks on Madison Avenue, and the story is spelt out in large red signs. Page 13

**Japan pays the price**

In a week when the western hemisphere was shaken by Thursday's bigger-than-expected rise in key interest rates in Germany, and stirred a day later by an unexpectedly large US discount rate cut, Japan has been paying the price for stock market sluggishness and a failing futures market boom. Page 25

**Oil and now frankincense**

Omani frankincense, the gift of kings and the Middle Eastern country's oldest trading commodity, is to be revived under a government plan to diversify from oil production. Frankincense was once the major trading commodity in the southern part of the Arabian Peninsula, and was the basis for the economy of the now oil-rich and isolated southern Dhofar region of Oman. Page 16

**Tradition put back into turkeys**

Traditions die hard in Britain, and the Christmas turkey is no exception. In spite of the threat of big business and EC legislation, farmers continue to produce festive turkeys using methods and breeds dating from the early part of this century. Farmer's Viewpoint visits a traditional turkey farm. Page 16

**Fairfax formality completed**

Touring, the successful bidder for Australia's Fairfax newspaper group, yesterday formally completed the acquisition, in spite of a court action brought by a rival bidder. Page 13

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Steedley	12	Tourang	13
Waverley Cameron	13	Waverley Cameron	12

**Chief price changes yesterday**

FRANKFURT (DM)		Frankfurt Inv	251/2 +	12
Deutsche	455	Gen Elect	72	21/2
Deutsche	312	Sec. Pacific	251/2 +	12
Deutsche	544	Telecom (Pfaff)	34	4
Deutsche	457	- 12		
Hertz	340	- 10	945	+ 18
Hessco	232	- 103	463	+ 13
NEW YORK (US)	341/2 +	Chase	842	- 18
BankAmerica	341/2 +	Finc. Lykes	611	- 20
Coca Cola	783/2 +	Imperial	852	- 47
Tokyo Closed.		Valco	530	- 7
LONDON (Pounds)				
Deutsche	330	London (L)	216	- 7
Deutsche	315	Nordex (L)	114	- 6
Deutsche	167	NFC	217	- 7
Deutsche	228	Norco	98	- 6
Deutsche	170	Northstar	381/2 -	21/2
Deutsche	155	Prudential	46	- 15
Deutsche	141	Racial Elects	90	- 15
Deutsche	68	Radiant Metal	25	- 4
Deutsche	448	Tropic	97	- 4
Deutsche	15	Tranchemed	8	- 5

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**Car auction group estimated to have lost £84m on sale in attempt to cut debt mountain**

**ADT sells its 24% stake in Christies**

By Michiyo Nakamoto in London

ADT, the Bermuda-based car auction and security group, yesterday sold its 24 per cent stake in Christies International, parent of Christie's auction house, in its attempt to reduce its debt mountain - about \$1bn in June.

The group's stake of about 42m ordinary shares was sold for an aggregate consideration of \$45m (£28.7m) representing an estimated loss to ADT of about \$94m on the investment. The group

acquired the bulk of its stake in Christies last year at an estimated total cost of about £130m. The sale was welcomed by Christies, which has given its shares a 10 per cent rise in the three months since ADT sold it. It indicated that this summer it would take steps to reduce its high level of debts, including the disposal of non-core investments.

"A degree of uncertainty has now been removed," said Mr

David Tyler, finance director of Christies.

Christies' shares have fallen from a peak of 409p on June 13 last year to a low of 125p on December 11. They closed 5p up at 155p yesterday.

More recently, the ADT stake was bought by Mercury Asset Management for a range of its institutional pension funds based largely in the UK.

In the first half of this year

ADT reported a 42 per cent fall in interim pre-tax profits to £145.7m.

The results showed that "interest expense and other investment income and other income less expenses" produced a combined loss of £60m for the half year,

Its debt reduction plan, which includes the suspension of dividends and the disposal of certain investments, aims to cut borrowings by £500m by early 1993.

The plan was announced by ADT after pressure from its largest shareholder, Laidlaw, the Canadian waste services and school bus operator.

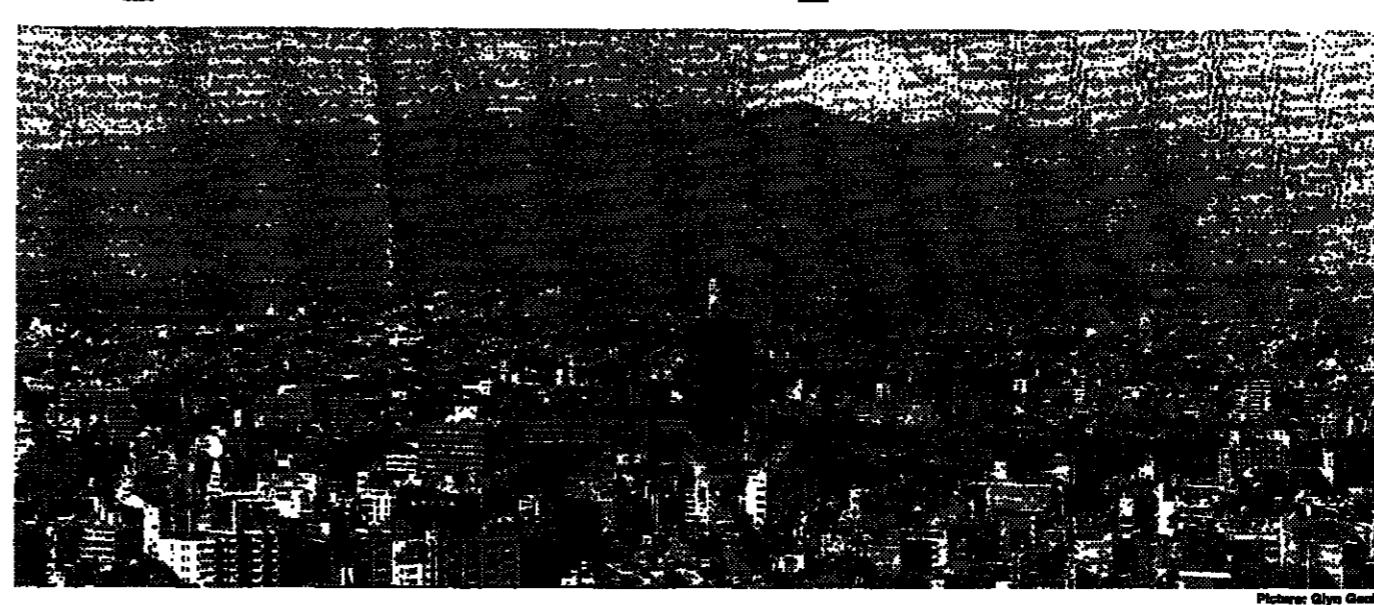
In a public wrangle featuring a lawsuit by the Canadian group which was later withdrawn, Laidlaw alleged ADT had made misleading profits disclosures in relation to transactions from ADT to four Laidlaw-appointed and four independent directors to

price. The Canadian group attempted to force ADT to strengthen its balance sheet, improve corporate governance and withdraw from businesses unconnected with car auctions and security. Its efforts were partly rewarded in June when it won an agreement from ADT to appoint four Laidlaw-appointed and four independent directors to its board.

Lex, Page 10

**The downward spiral of property prices may not be over, reports Stefan Wagstyl**

**Japan's landscape of losses**



Chill winds are blowing over the property market in Tokyo, seen here with a snow-capped Mount Fuji in the background

Picture: Glyn Ground

a report which showed prices in the Tokyo area had fallen by some 30 per cent from their 1987 peak and by another 30 per cent and 40 per cent from a mid-1990 peak.

The agents may be exaggerating - but not by much. While there are signs that prices may be close to the bottom, this is not certain. Too many heavily indebted developers with big portfolios loom large in the market.

Even large property companies with the means to take advantage of distress sales are wary. An official at Mitsubishi Real Estate says: "I don't think we'll rush out and buy land because it looks cheap now. The future looks too uncertain."

A dearth of reliable data has also clouded the picture. Official figures have tended to lag the market and understate price swings. On Friday, however, the government's National Land Agency at last came clean on the true scale of price declines, with

cent, is a well-planned development less than 30 minutes from the city centre. Hiroo Garden Hills is one of Tokyo's most fashionable addresses. Prices collapsed here because they were bid up so high in the first place.

The president of a leading developer has a useful rule-of-thumb: where prices rose four-fold after 1985, they will fall 40 per cent, where they rose three-fold, they will drop 30 per cent and so on.

In fact, on average, Tokyo prices roughly doubled in 1985-90, so a 20 per cent fall might be expected. This would still leave them 30 per cent up - a figure not too far out of line with average wages, which rose about 50 per cent.

Residential land prices should be the first to hit bottom because there is demand from people wanting to buy their own homes.

The Real Estate Economic

Institute, a private organisation, estimates the supply of new flats to the Tokyo market will have fallen 34 per cent this year to a 15-year low. It forecasts that the average price will fall 9 per cent in 1991, following a 3.9 per cent decline in 1990.

Property agents say the figures

disguise the true scale of the decline - the average cost of a new flat is near £400m. Mr Mitsu Terauchi, general manager of the property department of Yasuda Trust & Banking, a trust bank, says that realistically priced properties have been selling well in the past few months.

The outlook for commercial land is more tricky. Retail and industrial space attracts buyers, particularly for forced sales. But the market for commercial office land is dead. Too many high-priced luxury buildings erected in the late 1980s look expensive in the sober 1990s. In Kayabacho, in commercial districts of west

central Tokyo, and elsewhere, signs on plate-glass windows of new buildings attest to the urgency of finding tenants.

Mr Terauchi forecasts that land prices will polarise. Prices will stabilise where there was little speculation, where land remains in the hands of established owners and where there is a genuine use for the property - either residential or commercial. But prices will fall further in areas which saw large increases and where land ended up in the hands of debt-financed newcomers to the property industry.

One blighted area is Aoyama, an up-market residential and commercial district in central Tokyo, which, among others, attracted Itoman, the trading company which ran into financial trouble through property investments and is being bailed out by Sumitomo Bank.

The result could be that Mitsubishi Real Estate, Mitsubishi Real Estate and other top companies will receive a rare opportunity to buy land cheap. But, while others sweat, they can afford to wait.

**Arrows group debts may be £220m with £100m shortfall**

By Ian Hamilton Fazey, Northern Correspondent

TOTAL debts of the web of companies connected with Arrows, the Cheshire-based UK trade finance house closed down in July, are likely to be about £220m (£140m), with a shortfall of about £100m, the group's liquidators said yesterday.

More than 80 single-purpose companies connected with Arrows are involved, and several trusts. Arrows' own debts are understood to total £150m. Creditors include 35 banks or building societies.

The money was lent to Arrows for stock-financing operations for its corporate customers, but is alleged to have found its way into property investments which were then hit by the recession.

Arrows was finally wound up in the High Court on December 13 after Mr Justice Hoffman refused to make an administration.

Investigating Arrows in August, after NMB Postbank of the Netherlands called in liquidators, SFO inquiries are continuing.

Mr Martin, head of insolvency and recovery service at Ernst & Young's Manchester office, said it would be some time before an accurate assessment could be made of the deficiency to creditors.

Standard & Poor's downgraded Arrows' senior long-term debt from an AA rating to AA- and its subordinated debt rating from AA- to A+ as it reviewed the operational and financial profiles of rated companies in the UK retailing industry. Arrows' rating for its short-term commercial paper programme was left unchanged at A1+.

The big UK food retailing companies, such as Sainsbury, Tesco and Argyl Group, are still spending enormous sums to build superstores when consumers have been conspicuously trading down in the recession.

Sainsbury also runs the 71-store Shaw's chain of supermarkets in the US which raises

short-term borrowings locally. These will not be affected by S & P's move. Shaw's long-term borrowing requirements are met by the head office in London.

## UK COMPANY NEWS

# Burton sells HQ to Heron for £50.9m

By Vanessa Houlder, Property Correspondent

**BURTON** Group, the retailer, has sold its headquarters in London's Oxford Street for £50.9m to Meliosira, a Dutch company owned by the Heron Corporation, the property, motor and petrol retailing group headed by Mr Gerald Ronson and Societe Generale, the French bank.

Burton will continue to occupy the building, under a 25 year lease-back agreement, at an initial rent of £5.5m a year and a minimum average annual increase over the first ten years of 4.5 per cent. However, Meliosira will have the right to break the lease after five and seven years.

The proceeds of the sale will help reduce Burton's debts, which increased as a result of over expansion and an ill-starred foray into property development.

## M&G to launch mail campaign for new trust

**M&G**, the fund management group, is launching another investment trust, after it raised £345m for its Income Trust in October, writes Phillip Coggan.

The new trust will be run by the same fund manager, and follow the same investment philosophy, as the £700m Recovery unit trust. The latter has a very good long-term record, but has underperformed the FT-A All Share Index over the past three years.

M&G is launching a mail campaign to persuade inves-

## Unions propose buy-out of MGN titles

By Raymond Snoddy

UNIONS AND employees at the Scottish Daily Record and the Sunday Mail, yesterday joined the list of those seeking to organise buy-outs of parts of the media empire of the late Robert Maxwell.

The property, which was built in 1924, is leased from the Crown Estates.

The building was included in the Burton Group accounts at the end of August at £50.9m. From the total consideration, £4.5m has been set aside as Burton's maximum contribution towards maintenance work.

Meliosira is jointly owned by Heron Holdings Europe, a member of the Heron Corporation group of companies and Societe d'Investissements Fonciers et de Participations, a subsidiary of Societe Generale.

The deal is due to be completed at the end of January.

At the moment the intention is to try to keep Mirror Group Newspapers together as a single block. The management buy-out being organised by Mr Richard Stott, editor of the Daily Mirror, is for the whole group.

Apart from the Scottish newspaper the main titles are the Daily Mirror, the Sunday Mirror, The People and the Sporting Life. Pearson, owner of the Financial Times, has also expressed an interest in taking control of MGN.

There is no sign at the moment that anyone is able to make a bid for MGN because of continuing uncertainty about what the newspaper group's assets and liabilities are and how much the final loss from the pension fund will turn out to be.

Management buy-outs are also being planned for AGB Research, the private Maxwell market research company, and for Maxwell Business Communications, a chain of 70 business publications which is part of MCC.

## MCC banking facilities threatened by Chapter 11

By Andrew Jack

**STEETLEY** EGM adjournment

By Michiyo Nakamoto

Steetley, the building materials group facing a hostile bid from rival building products group Redland, said it will propose a further adjournment of its EGM planned for January 8.

The group proposes to adjourn the EGM, at which shareholders were scheduled to vote on a joint venture with Tarmac, to a date not earlier than February 4, which is day 46 in the bid timetable.

The Redland bid for Steetley was launched just days before a Steetley EGM to vote on a joint venture in domestic building products with Tarmac, was originally scheduled to be held on December 18.

The Redland offer is conditional on the Tarmac deal not proceeding. Day 46 is the last day that Redland is allowed to provide any new information on its offer.

**RTZ moves to buoy its talc side**

**RTZ** CORPORATION, the world's biggest mining group, is to tighten its grip on the talc market by buying the biggest US producer.

The company already owns 90 per cent of Talc de Luzenac, Europe's leading producer of talc, which is used as a filler by the paper, paint and plastics industries and for cosmetics.

Cyprus Minerals of the US has signed a letter of intent to sell its talc operations to RTZ. The terms have yet to be disclosed, but Cyprus said the business will have sales of \$37m (£27.5m) in 1991.

The US company said its talc barite sales were about 500,000 tonnes last year while Talc de Luzenac's output was about 550,000 tonnes. Consequently, the purchase seems likely to double to about 16 per cent RTZ's share of the western talc market.

In its latest annual report Cyprus said its talc operations continued to "underperform expectations" and market improvements would be required to restore them to acceptable levels of profitability. Cyprus has now given a warning that it will take an after tax charge of \$24m relating to the sale which is expected to be completed sometime in the second quarter of 1991.

Cyprus also warned it would take an after tax charge of \$15m in connection with its southern Kentucky coal properties. This would cover holding costs, reclamation expenses and an uncollectable coal receivable. There would also be miscellaneous charges from a November smelter fire.

## Dwyer £3.9m in red and omits dividends

Dwyer, the property investment group, has implemented cost-cutting measures after diving heavily into the red and

passing its preference and ordinary final dividends.

The pre-tax loss for the 12 months to end-September amounted to \$3.89m, against profits of \$864,000 last time, mainly reflecting a £3.26m write-down against investment properties. Profits at the operating level amounted to £3.75m (£4.88m), before net interest charges of £4.88m (£4.01m).

Mr Desmond Bloom, chairman, said that the measures were being taken to ensure that rental income covers interest charges and overheads. He and the executive directors have reduced their salaries by 10 per cent.

Following a year-end revaluation of the group's portfolio, the net asset value fell from 198p to 133p. However, the balance sheet remained strong. Mr Bloom said, with a net worth approaching £50m. The group still has unutilised borrowing facilities.

Turnover amounted to £16.5m (£11.1m). Losses per share worked through at 26.4p (2.05p). An interim dividend of 1.5p was paid in August, but Mr Bloom was not able to indicate when payments would be resumed.

## Reduced loss at Radian Metal

Losses at Radian Metal Finishing amounted to £40,626 in the half-year to August 31, marking a modest improvement on last time's deficit of £51,236.

The outcome came on turnover of £594,924 (£545,567).

## Northamber falls to losses of £980,000

Northamber, one of Europe's largest personal computer distributors, fell into the red in the six months to October 31.

From profits of £319,000, the group tumbled to losses of £980,000, struck on turnover of £39.5m (£42.4m). In the year to April 30, Northamber reported pre-tax losses of £1.56m (profits £3.61m) after taking substantial debt and stock provisions. At that time Mr David Phillips,

chairman, predicted "another difficult year", he reiterated this in his statement accompanying the current results.

Losses per share came to 3.61p (earnings 0.62p).

## Caspem Oil in the black with £59,000

Caspem Oil, the Belfast-based oil and gas exploration company, ended the year to July 31 with a pre-tax profit of £25,000.

This compares with losses of £2.79m at the previous year end but represented a £25,000 decline from the profit of £14,400 achieved at the interim stage.

He said he expected no developments on the issue before Tuesday, and added: "I am sure that you will be concerned about your personal position but this is the only assurance that I can give until the situation is clarified."

He also advised the staff that any authority or signing power they previously had held has now been withdrawn.

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Mr Colin Bird, a partner with Price Waterhouse and one of the administrators to MCC, wrote to all 17,000 employees stating that while the company's bankers had agreed to advance funds in principle, the US courts could prevent these facilities being put in place before they were required.

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## INTERNATIONAL COMPANIES AND CAPITAL MARKETS

## Treasuries up as traders digest interest rate cut

By Patrick Harverson in New York and Sara Webb in London

LAST week's big cut in interest rates continued to provide a firm underlying tone to US Treasury prices yesterday, with bonds and notes rising in light pre-holiday trading.

In late trading, the benchmark 30-year bond was up 15 basis points, yielding 7.516 per cent. The two-year note was also firmer, up 100 basis points per cent.

Trading opened in a buoyant mood as dealers and investors picked up, where they left off last week. The spark for that rally was the Federal Reserve's decision on Friday to cut the discount rate from 4.5 per cent to 3.5 per cent, and the Federal funds rate from 4.5 per cent to 4 per cent.

Although an interest rate cut had been expected, the market was surprised by the size of the Fed's reduction, which indicated the depth of concern among policymakers about the state of the economy. In light of the Fed's dramatic moves,

## GOVERNMENT BONDS

last week, the market yesterday was not ruling out the possibility of further interest rate cuts.

Comments yesterday from the White House spokesman, Mr Martin Fitzwater, intimating that there was room for even lower interest rates, provided extra support for Treasuries.

While the strength at the short end of the market was to be expected, in light of the hopes for more rates, the buoyancy at the long end was more noteworthy.

When interest rates are cut sharply, demand for long-dated securities is often subdued by fears that an over-aggressive easing of monetary policy might revive inflationary pressures in the economy.

The weakness in oil prices, and the steady decline in the rate of inflation over the past year, however, has tempered those fears and allowed the long end to participate fully in the rally.

■ TRADING in the European government bond markets was dominated by a round of interest rate increases yesterday which pushed prices lower, generally on thin volumes.

The central banks of France, Italy and Spain raised interest

## BENCHMARK GOVERNMENT BONDS

	Coupon	Red Date	Price	Change	Yield	Week ago	Month ago
AUSTRALIA	12.000	11/01	115.7915	+0.140	9.60	9.67	9.73
BELGIUM	9.000	08/01	99.7800	-	9.02	9.04	9.12
CANADA	8.500	04/02	101.200	-0.100	8.32	8.49	8.77
DENMARK	9.000	11/00	101.0250	-0.200	8.82	8.84	8.90
FRANCE	8.500	11/05	97.0352	-0.223	9.27	9.04	9.13
CAT	8.500	01/01	104.2900	-0.110	8.79	8.78	8.92
GERMANY	8.25	05/01	100.7900	-0.140	8.13	8.20	8.28
ITALY	12.000	05/01	96.5400	-0.310	12.63	12.53	12.63
JAPAN	No 119	4/2000	93.9838	-	5.98	5.93	5.23
No 128	6/2000	104.4886	-	5.88	5.82	5.92	5.92
NETHERLANDS	8.500	03/01	98.9200	-	8.88	8.89	8.76
SPAIN	11.000	07/98	98.8000	-0.000	11.80	11.72	11.90
UK GIILTS	10.000	11/98	100.100	-1.1923	9.98	9.98	9.27
10.000	10/98	100.114	-2.0923	9.75	9.57	9.94	9.70
10.000	09/98	100.114	-2.0923	9.52	9.35	9.70	9.70
US TREASURY	7.500	11/01	104.158	+2.2932	8.68	7.22	7.40
	8.000	11/21	104.158	+2.2932	7.52	7.77	7.57

London closing - denotes New York closing Prices US, UK in 32nds, others in decimal

Yield Local market Standard Technical Data ATLAS Price Sources

rates in order to support their currencies following the Bundesbank's decision to increase German rates last week. The rise in German rates and strengthening of the D-Mark has put pressure on the other currencies within the exchange rate mechanism of the European Monetary System.

French Treasury bonds ended lower after the Bank of France decided to raise the intervention rate from 9.25 per cent to 9.6 per cent. The 9.4 per cent Treasury bond due 2001 slipped 0.14 to trade at 104.38 by late afternoon, yielding 8.79 per cent.

In Italy, the central bank raised the official discount rate by half a percentage point to 12 per cent, pushing long-dated bonds lower. The 10-year bond due March 2001 closed at 99.16, down more than 20 points from Friday's close.

In Spain, the central bank raised its daily assistance rate by 25 basis points to 12.75 per cent, and its overnight repurchase rate by 25 basis points to 12.45 per cent.

The moves were prompted by last week's rise in German interest rates. German government bonds drifted lower yesterday, following the release of disappointing money supply figures, traders said. German M3 money grew 5.1 per cent on an annual basis in November, compared with 4.7 per cent in October. The Liffe bond futures contract, which opened at 87.44 to 87.19 in thin trading ahead of the holiday break.

■ UK government bond prices fell sharply on fears that the Bank of England may be forced to raise rates again.

to raise the base rate following the Bundesbank's decision last week to increase German interest rates.

The spate of interest rate increases elsewhere in Europe left gilt dealers feeling nervous. Traders pointed out that the money market had already discounted a rise in interest rates by shifting up to 11 per cent.

Gilt prices dropped across the maturity range, with long-dated issues the worst hit. The benchmark 11.1 per cent gilt due 2003/07 fell from 114% to 113%, while the 10 per cent gilt due 1998 slid from its opening of 100% to trade at 100% by late afternoon, yielding 8.79 per cent.

■ INTEREST rate increases in Europe had a muted effect on Eurobond market activity, but dealers expect sharp losses in several sectors when market participants return from the holidays in the new year, AP-DJ reports.

Of the various Eurobond sectors, traders expect the Eurobonds bond market to be the worst hit, especially bonds by supranational agencies on which Italians do not have to pay withholding tax.

This sector has seen a sharp fall in yields recently as investors rushed to load up on the belief that the Italian government was going to abolish this tax haven.

These fears, however, so far have proven unfounded, as a proposed amendment to the tax rules was dropped about two weeks ago.

## Continental expects turnover to rise by 10%

By Andrew Fisher in Frankfurt

CONTINENTAL, the German tyre and rubber products company, expects turnover to rise by 10 per cent next year to around DM10bn (US\$6.5bn), with the world tyre market again growing by only 2 per cent.

The company repeated its expectation of returning to profit in 1992 after a loss this year caused by plant closure costs in Canada and provisions for restructuring and development.

It said, however, that the profit would not be satisfactory. In 1990, net profits fell by 59 per cent to DM93m.

Continental said the problem arises less from the number of people shopping than the amounts which they are spending. "I don't know about the recession," remarked one Christmas shopper, vainly seeking an assistant in Bloomingdale's, "but it seems pretty busy to me."

Certainly, shopping malls on the east coast have appeared fairly full - although Manhattan's Fifth Avenue crush has been less marked in recent weeks than on the Friday after Thanksgiving.

In North America, Continental said the second half of 1992 should see a slight economic revival, which would benefit General Tire. The European volume markets of France, Italy, Spain, and the UK were also showing signs of recovery.

The company said turnover this year rose by 9 per cent to DM9.5bn, of which tyres (Continental, Uniroyal, and Semperit) accounted for DM4.7bn, a rise of 12.5 per cent. General Tire's sales were down by 9 per cent to DM2.8bn as a result of the weak dollar and the poor state of the US vehicle market. ContiTech raised sales by 3 per cent to DM2.8bn.

## Mövenpick stake sale draws mixed reaction

By Ian Rodger in Zurich

THE SALE of the controlling stake in Mövenpick, the Swiss restaurant and hotel group, to the Munich businessman, Mr August von Finck, received a mixed reaction in Switzerland.

Analysts are relieved that the group, which has seemed to lose its way in recent years, will at last be put in firm hands.

Union Bank of Switzerland immediately changed its rating on Mövenpick shares, which have underperformed the Swiss market for three years, from sell to hold.

At the same time, USB analyst Thomas Kalbermann was disappointed that Mr von Finck's offer for the controlling block of shares held by the group's founder, Mr Uli Prager, was not extended to other shareholders.

Terms for the sale of the 15.2 per cent of the equity, which carries 51 per cent of voting rights, were not disclosed.

There is also disappointment that the group, which is one of the great Swiss industrial success stories of the post-war era, is falling into foreign hands. The *Tages Anzeiger*, Zurich's leading newspaper, began its report of the news of the sale by noting that "August von Finck is a foreign name in Switzerland".

Mr Prager set up his first restaurant in Zurich in 1948, adopting the distinctive name, Mövenpick, which evokes a seagull coming out of a sandwich. The idea was to provide good, but simple, meals at reasonable prices, and it caught on quickly as affluence spread.

The group is one of the largest hotel and restaurant groups in Europe, with 31 hotels and more than 200 restaurants in 11 countries, including one at the Swiss Centre in Leicester Square in London. Over 90 per cent of sales come from operations in Switzerland and Germany.

Sales last year were SFr856.1m (US\$231.0m), up 6.7 per cent but pre-tax profits before extraordinary items were down 30 per cent to SFr20m. Market capitalisation is about SFr370m.

Things started to go wrong with the group shortly after Mr Prager retired in 1985, until control passed to his American wife, Uta. Mrs Prager, who had been active in managing the restaurant division for several years, embarked on an ambitious expansion of the hotel division, which has yet to bear fruit.

Following disputes with other directors, she withdrew last year and her husband, now 76, resumed control. Although the Pragers have three children, they decided to sell out.

## Praying for a miracle on Madison

Nikki Tait finds New York's big retailers unseasonably gloomy

MIRACLE On 34th Street - a touching tale of New York's Macy's department store and its Christmas Santa - has had its annual TV showing. America's shopkeepers, by contrast, are still praying for a miracle.

"It's been a disappointing season so far," confessed Dayton Hudson, the Chicago-based department store group which takes in Marshall Field's and Target chains. "It's below what people think it is," said Mr Myron Ullman, vice-chairman of Macy's, after the heavily-indebted group last week unveiled a US\$165.4m loss for the autumn quarter. Such losses are widespread.

Evidence of the problem comes from the number of people shopping than the amount which they are spending. "I don't know about the recession," remarked one Christmas shopper, vainly seeking an assistant in Bloomingdale's, "but it seems pretty busy to me."

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## LONDON MARKET STATISTICS

## FT-ACTUARIES SHARE INDICES

The Financial Times Ltd 1991. Compiled by the Financial Times Ltd  
in conjunction with the Institute of Actuaries and the Faculty of Actuaries

EQUITY GROUPS  
& SUB-SECTIONS

Figures in parentheses show number of stocks per section

	Monday December 23 1991									
	Index No.	Day's Change %	Est. Earnings Yield %	Gross Div. Yield %	Est. P/E Ratio	at adj. 1991 to date	Index No.	Index No.	Index No.	Index No.
1 CAPITAL GOODS (180)	706.97	-0.9	9.58	6.81	34.30	713.21	721.53	727.39	719.27	
2 Building Materials (23)	820.50	-0.6	9.58	7.50	15.01	465.61	825.40	847.67	797.98	
3 Contracting, Construction (29)	822.40	-0.6	9.00	9.01	11.46	51.42	823.57	833.55	846.20	1121.92
4 Electricals (10)	824.51	-0.7	10.44	6.54	11.97	20	828.13	2295.07	2317.98	2892.21
5 Electronics (26)	826.61	-1.0	11.12	5.20	11.40	53.94	1670.22	1769.11	1867.96	1541.09
6 Engineering-Aerospace (8)	818.79	-0.9	16.55	8.15	7.18	18.52	321.55	323.81	325.56	403.36
7 Engineering-General (43)	843.27	-0.8	10.82	5.66	11.40	18.20	446.45	449.76	456.32	364.18
8 Metals and Metal Forming (9)	292.51	-2.0	2.23	12.03	-	25.83	286.47	287.73	293.12	123.95
9 Metals (22)	275.63	-1.2	8.83	8.73	14.15	17.56	228.91	228.94	287.67	294.24
10 Other Industrial Materials (20)	841.03	-1.5	8.47	5.80	10.45	59.95	149.43	146.26	126.35	
11 CONSUMER GROUP (189)	849.05	-0.6	7.81	3.68	15.77	40.73	1508.19	1520.01	1244.58	
12 Brewers and Distillers (23)	837.93	-0.5	8.99	3.77	13.45	49.14	1869.60	1869.96	1922.15	
13 Food Manufacturing (19)	1157.44	-0.1	9.95	4.27	12.36	37.32	1187.59	1190.05	1203.16	1022.12
14 Food Retailing (17)	2273.64	-0.1	10.19	3.65	12.75	65.37	2255.22	2270.08	2281.68	
15 Health and Household (24)	4000.57	-0.4	5.14	2.41	22.35	401.23	4079.33	411.73	2255.11	
16 Hotels and Leisure (24)	1161.26	-0.7	8.90	5.80	13.92	45.61	1176.58	1177.45	1201.09	
17 Media (23)	1313.36	-1.3	7.18	4.09	17.50	48.45	1336.43	1336.67	1336.67	
18 Packaging, Paper & Printing (17)	897.22	-1.3	7.85	4.25	12.75	65.37	868.59	870.28	872.28	
19 Stores (32)	934.75	-1.5	7.47	3.77	11.77	44.46	956.60	956.60	974.77	1224.58
20 Textiles (10)	1126.63	-0.6	10.49	5.91	11.79	22.28	577.39	582.02	584.40	411.36
21 Textile Services (12)	1277.97	-1.1	7.93	5.23	16.02	45.93	1267.26	1265.05	1259.05	0.00
22 Chemicals (21)	832.19	-0.6	7.45	5.45	14.14	53.45	1330.79	1329.39	1370.59	
23 Conglomerates (11)	1203.24	-0.5	12.53	8.95	9.49	44.67	1249.41	1262.05	1271.13	
24 Transport (14)	2208.13	-0.9	5.83	5.12	22.66	79.12	2226.83	2229.09	2243.43	1899.25
25 Electricity (16)	1173.35	-0.6	15.46	8.34	8.42	21.53	1881.07	1894.69	1892.50	
26 Telephones (Networks) (4)	357.86	-0.3	11.56	4.62	11.39	30.42	1361.57	1364.57	1364.57	
27 Water (10)	1142.80	-0.6	14.42	7.25	11.39	21.53	1450.00	1450.60	1450.60	
28 Miscellaneous (23)	104.57	-0.9	11.55	2.25	22.59	12.00	1450.00	1450.60	1450.60	
29 INDUSTRIAL GROUP (481)	1183.66	-0.3	9.03	4.92	13.95	39.44	1202.67	1202.69	1202.69	1045.33
30 Oil & Gas (19)	102.65	-0.2	12.15	6.66	18.09	104.27	2110.22	2115.22	2204.73	2149.88
31 All-SHARE INDEX (500)	264.75	-0.6	9.39	5.12	13.44	44.82	2274.36	2280.97	230.84	1124.54
32 FINANCIAL GROUP (90)	882.86	-0.4	6.84	3.43	8.93	45.85	959.78	961.78	701.17	712.62
62 Banks (9)	806.67	-0.7	4.88	6.57	40.55	40.55	959.78	961.78	961.78	712.62
63 Insurance (Life) (3)	840.96	-0.6	10.96	5.94	12.95	12.95	1255.20	1255.20	1255.20	1255.20
64 Insurance (Non-life) (7)	844.13	-2.1	8.64	7.09	15.24	49.46	964.33	978.08	981.39	994.74
65 Merchant Banks (7)	437.79	-1.1	4.89	16.06	44.62	44.62	448.10	450.77	358.51	
66 Property (35)	787.79	-0.5	6.23	5.98	23.47	33.34	1264.57	1271.91	971.31	961.87
70 Other Financial (16)	225.10	-1.2	11.95	7.71	13.53	13.53	227.81	229.99	230.87	235.63
71 Investment Trusts (69)	1111.53	-0.5	3.92	-	-	-	31.82	1116.90	1120.53	1120.53
72 All-SHARE INDEX (659)	1126.05	-0.6	-	5.30	-	-	41.78	1124.66	1146.76	1146.76
73 FT-SE 100 SHARE INDEX <sup>a</sup>	2345.41	-1.27	2320.81	2320.81	2320.81	2320.81	2413.61	2420.91	2440.81	2156.3

## FIXED INTEREST

## AVERAGE GROSS REDEMPTION YIELDS

PRICE INDICES	Mon Dec 23	Day's change %	Fri Dec 20	Accrued Interest	ad'd. 1991 to date	Mon Dec 23	Fri Dec 20	Year ago (approx.)
British Government	100	-0.1	100	0.0	100	9.99	8.90	10.03
1 Up to 5 years (27)	121.05	-0.18	121.27	1.72	12.18	9.45	9.28	10.25
2-5 years (27)	134.40	-0.53	135.12	2.13	13.36	9.58	9.40	10.41
3-5 years (27)	142.90	-0.60	143.76	1.23	13.69	9.58	9.40	10.41
4 irredeemables (6)	158.43	-0.66	159.49	1.91	13.68	9.57	9.48	10.66
5 All stocks (69)	132.48	-0.42	133.04	1.94	13.15	9.63	9.58	10.40
Index-Linked	100	-0.1	100	0.0	100	10.00	9.84	10.00
6 Up to 5 years (2)	116.60	-0.11	116.89	0.84	3.16	4.42	4.40	4.16
7 Over 5 years (2)	146.34	-0.29	146.77	0.62	4.64	3.99	3.95	2.75
8 All stocks (11)	148.03	-0.07	148.43	0.65	4.51	4.23	4.21	3.98
9 Debt & Loans (62)	111.96	-0.47	114.49	2.10	10.75	11.36	11.23	12.53
10 Bonds (2)	100	-0.1	100	0.0	100	10.00	9.84	10.00
11 20-year Gilt (2)	121.00	-0.1	121.20	0.20	12.00	12.00	12.00	12.00
12 30-year Gilt (2)	121.00	-0.1	121.20	0.20	12.00	12.00	12.00	12.00
13 40-year Gilt (2)	121.00	-0.1	121.20	0.20	12.00	12.00	12.00	12.00
14 50-year Gilt (2)	121.00	-0.1	121.20	0.20	12.00	12.00	12.00	12.00
15 70-year Gilt (2)	121.00	-0.1	121.20	0.20	12.00	12.00	12.00	12.00
16 100-year Gilt (2)	121.00	-0.1	121.20	0.20	12.0			

## The top toys in Tokyo

Computer games, cuddly toy seals and the video version of Walt Disney's *Fantasia* are among the best sellers in Tokyo's toy shops this Christmas.

"Boys like games, girls are young women like the stuffed toys best," says Akira Hiyama, manager of Hakuhinkan, a store in Ginza, Tokyo's premier shopping district.

His best-seller is a disc drive adapter designed to boost the performance of a game-playing computer. Selling for ¥49,800 (£212) and made by Sega, a Japanese toy manufacturer, it is popular with teenagers.

Sega is also doing well with software. Sega's *Sonic the Hedgehog*, a game featuring the trials and tribulations of a bionic hedgehog, has overtaken in popularity the Super Mario Brothers games made by Nintendo, a rival maker. Nevertheless, Nintendo games still figure prominently in Hiyama's top 20.

*Sonic* and *Super Mario Brothers* are action games. Older game fans - that means anyone over 25 - tend to prefer "role" games in which players are given time to think as they play the part of a samurai or of Zelda, the monster-fighting fantasy hero.

Second only to computer games in popularity are dolls and stuffed toys. This year's favourite is a cuddly kitten which meows (priced at ¥18,000) and two kinds of baby seals. They're popular among office girls who buy them for themselves, for each other and for their families," says Mr Hiyama. Other top-sellers include Disney's *Fantasia*, in both Japanese and English, and a range of Thomas the Tank engine toys.

Mr Hiyama says that Japanese parents leave the choice of gift entirely to the child. The presents are then beautifully wrapped and given on Christmas morning. Unfortunately, many parents cannot stay to witness their children's joy for long: December 25 is a normal working day.

Stefan Wagstyl

**R**ecessions have forced British retailers to resort to some desperate ploys to drum up trade. But so far, none has fallen back on that old stand-by - the "Shop Early for Christmas" sign.

The reason is not just that warnings of last-minute shortages would cut little ice with consumers, who can see all too clearly that the most pressing problem for many stores is to shift slow-moving stocks.

It is also because shopping patterns are changing rapidly. In the past few years, consumers have become more accustomed to being able to find what they want in the shops when they want it. As a result, they are leaving Christmas purchases later every year.

J. Sainsbury, for instance, says 50 per cent of its sales in the four weeks before last Christmas were made in the final 10 days of the period, up from 40 per cent in 1989. This year, it expects the proportion to rise to 60 per cent.

Mr David Sims, managing director of convenience foods at Northern Foods, says the peak selling period for Christmas biscuits has slipped two to three weeks in the past five years. Mr Bernard Matthews, a leading poultry breeder, says turkeys are now delivered to stores two weeks later than in the mid-1980s.

Behind these trends, and largely invisible to the average shopper, lie dramatic advances in logistics and technology which have revolutionised management of the supply chain.

The furthest advances have been made by the food supermarket groups, which have invested heavily to bring operations closer to the "just in time" ideal. Three elements have combined to improve efficiency:

• Streamlined distribution. Until a few years ago, most multiples relied on manufacturers to ship their products to the point of sale. Retailers now do far more of the distribution themselves, receiving almost all deliveries at large central depots and transporting them to their stores in their own fleets.

Powerful computer systems calculate optimal lorry loadings, routes and scheduling. In spite of worsening traffic congestion, Marks and Spencer says its stores are replenished within 12 hours of placing orders, and most deliveries arrive within 30 minutes of the specified time.

• Electronic point of sale (Epos) scanning systems,

Guy de Jonquieres analyses the technological and logistical advances that are revolutionising the relationship between stores and their suppliers

## Retailers plan for last-minute rush



Colin Beale  
Last link in the chain: electronic point of sale scanners cut time spent at check-outs and give detailed information on which products are selling best and how fast

installed in many supermarket chains, shorten time spent at check-outs and provide detailed information on which products are selling best and how fast.

At present, orders are still prepared manually from information recorded at check-outs or collected by staff using hand-held data terminals to check stocks on the shelves.

However, the next generation of Epos equipment will be designed to be connected directly to depots and capable of transmitting replacement orders automatically. It is already on trial in some M and S stores, while J. Sainsbury plans to start installing it in the next 12 to 18 months.

• Electronic data interchange (EDI) systems, also a relatively recent innovation, replace laborious paperwork by transferring orders and invoices between computers in the retailers' depots and those in their suppliers' warehouses at the press of a button. A central objective of these developments has been to

enable supermarket chains to handle an increasing range of different products, while controlling stocks more tightly.

J. Sainsbury, for instance, sells 14,000 products, double the number a decade ago, yet has reduced stocks as a proportion of sales by more than five per cent a year since the mid-1980s. Today, it carries an average of 10 days' supplies, down from two weeks five years ago.

**E**qually important is more accurate and timely order forecasting. Mr Alastair Grant, chairman of Argyll, says that when the company acquired the Safeway chain in 1987, meat departments in the latter's stores had to estimate their supply needs nine days in advance. Improved information and distribution systems, coupled with computerised models of variations in daily sales patterns, mean that forecasts need not only be made 12 hours ahead. In effect, tomorrow's deliveries are increasingly based on today's sales.

But what is good news for retailers presents a difficult challenge for suppliers, which now have to shoulder more of the responsibility for carrying stock and adjust to less predictable and more demanding order and delivery patterns.

"Modern technology has undoubtedly pushed the risk back on us," says one executive of a leading British food manufacturer. "In the past, big food manufacturers used to place their inventories (planned orders) for Christmas in July and August, and that was it. Nowadays you sweat a little."

Only a few years ago, manufacturers would start delivering Christmas products to a fixed schedule. If goods sat on the shelves unsold, the retailers bore the cost. Now, retailers insist that deliveries be geared much closer to demand and often delay payment for early shipments. Furthermore, when large retailers call for deliveries, they expect manufacturers to comply within 24 hours or less, against four to five days previously. If

M and S's suppliers miss a morning delivery, they are no longer allowed to make it up on the afternoon run.

This more rigorous schedule has greatly increased the strain on suppliers, obliging them to increase production more flexibly. To be sure of meeting demand, Northern Foods, for instance, now freezes seasonal items such as sausage rolls uncooked and bakes them as needed. Many lettuce growers have installed sophisticated glasshouse controls which enable the growing cycle to be speeded up or slowed down.

Some manufacturers fear they will face an even bigger problem in the future. If pre-Christmas demand turns out weaker than expected, retailers may start scaling back orders placed months earlier, leaving stocks of unsold products.

If such anomalies turn out to be commonplace, there is a growing feeling in the industry that the superior access to information which the retailers' technology has given them has unbalanced their relationship with manufacturers, saddling the latter with unnecessary risks and costs.

Manufacturers argue that both sides need to abandon traditional adversarial attitudes and work more closely to increase flexibility.

"The way to succeed is to form partnerships with retailers," says Mr Paul Kitchener, distribution director of Northern Biscuits. "At present, we have EDI links and can transfer orders overnight. But we are moving from the warehouses.

"Future, we expect to see how fast stock is moving from the stores. That means the retailers sharing with us their sales information and forecasts at the point of sale. The technology to do that exists."

M and S, many of whose 200 food suppliers manufacture exclusively for its stores, says it is moving in that direction. Some Tesco suppliers say it is also becoming more open. J. Sainsbury, however, appears more hesitant.

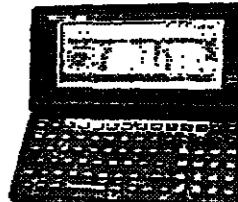
Mr Hamish Elvidge, Sainsbury's director of branch services, insists it already gives suppliers "robust" forecasts. He says the group is still debating whether there would be any advantage for either side in providing suppliers with proprietary data collected at the point of sale.

The next Technology page will appear on Friday January 3 1992

## POCKET COMPUTERS

### HP aims at the Lotus user

By Paul Abrahams



**B**URGLARS raiding my flat last week made two mistakes. First, they left a \$450 Hewlett Packard 95LX; second, they left their fingerprints all over the packaging.

The HP 95LX is worth stealing. This whizzy little machine, just small enough to pop into a suit pocket and weighing in at 300g, is a justified best-seller in the US palm-top market.

Designed as a desk-top peripheral rather than a computer, the device is almost as fair and squarely at the 15cm-odd users of Lotus 1-2-3. The program arrives pre-loaded in the machine and can be used by pushing a button.

The idea is that executives can put their spreadsheets into the HP 95, carry the machine off in their pockets and then play with Lotus 1-2-3 while on the move or in other bored moments.

The spreadsheets, or other data entry, telephone/address book, program is all very impressive, but the idea of having to enter all the numbers from my personal organiser is horrific. I was bored after entering three. What is required is a flight to Japan accompanied by chronic insomnia, or an electronic method of down-loading from your PC. Such a program can be bought, according to Hewlett Packard, but was not available for testing.

There are one or two other gripes. On a couple of occasions I found myself stranded in applications without any means of exiting them.

The instruction manual is pretty useless. Weighing in at more than three times the weight of the computer, it is mostly unintelligible.

Even the separate "quick start guide" is unconvincing: on the second page of the introduction to the calculator is the heading "If you are a fan of Reverse Polish Notation". The built-in help function was cumbersome.

These complaints aside, the HP 95LX is an impressive machine. Those lucky enough to receive one for Christmas will find it's good enough not to be one of those presents used for a couple of weeks and then abandoned in a desk drawer.

Now, if only modern technology could track those burglars...

IN BARCELONA WE HAVE CREATED THE HOLDING COMPANY  
"MEFF SOCIEDAD HOLDING DE PRODUCTOS FINANCIEROS DERIVADOS, S.A."  
WHICH HAS ACQUIRED 100% OF THE SHARES OF  
MERCADO DE FUTUROS FINANCIEROS, S.A.  
AND  
MOFEX MERCADO DE OPCIONES, S.A.  
WHICH FROM NOW ON WILL BE NAMED  
MEFF SOCIEDAD RECTORA DE RENTA FIJA, S.A.  
MEFF SOCIEDAD RECTORA DE RENTA VARIABLE, S.A.  
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## COMMODITIES AND AGRICULTURE

# No room at the inn for LME metal deliveries

By Kenneth Gooding, Mining Correspondent

THE LONDON Metal Exchange, the world's main terminal market for physical metal, is having considerable difficulty finding enough storage space in its authorised warehouses. Metal is flooding in because of the recession still gripping much of the industrialised world.

The exchange has warned clients not to ship metal before checking that warehouse companies have enough capacity and the warehouse companies have been told that they must only accept metal when they have the capacity for proper storage.

The biggest problem has been caused by Soviet aluminium exports, widely estimated to reach 1m tonnes this year, which have had a knock-on effect at the LME. This unprecedented influx of aluminium has boosted LME stocks to nearly 1m tonnes so far and caused the exchange recently to change its regulations and give permission for some metal to be stored outside its covered warehouses.

## Venezuelan alumina expansion completed

By Joe Mann in Caracas

INTERALUMINA, Venezuela's sole producer of alumina (aluminium oxide), has completed a US\$350m expansion programme that has raised installed production capacity from 1.3m tonnes a year to 2m tonnes a year. Mr Raul Nunez, according to the company's president,

The Venezuelan government holds 9.7 per cent of Interalumina's equity through its heavy industry subsidiary, the CGV (Corporacion Venezolana de Guayana), while Alusudse has 1.3 per cent.

Interalumina's production this year will total about 1.5m tonnes, up from 1.1m tonnes in 1990. The output level for 1992 will depend on demand, Mr Nunez said. "We want to optimise our income, but at the same time do not want to

depress the international market." The company this year sold about 90 per cent of its production to Venezuela's two aluminium smelters, Venalum and Alcasa, and exported the remainder. Since it first began operations in 1983, the plant has produced above its installed capacity.

In spite of the depressed situation of the world aluminium market, Interalumina will earn a profit this year, Mr Nunez said. In 1990, the company reported a net profit of \$24m on sales of \$350m.

Now that the current expansion plan has been successfully completed, the partners will consider the addition of a third production line to Interalumina's Ciudad Guayana plant, which would raise installed capacity to 3m tonnes a year.

## Jamaica seeks bauxite markets

JAMAICA IS seeking alternative markets for 1m tonnes of bauxite which it should be sending each year to what was the Soviet Union, writes Canute James.

Mr Carlton Davis, executive chairman of the Jamaica Bauxite Institute, said Jamaica would not unilaterally cancel

the contract, which was to run for five years to 1995. The contract was agreed with Razinport, a trading arm of the Soviet government, but the ore was being processed in a refinery in the Ukraine, which is now independent. "An outright cancellation of the Soviet contract is not being considered at the moment," said Mr Davis.

Compiled from Reuters

# Savouring the flavour of Christmas past

David Richardson explains why he prefers to have a really traditional turkey on his festive board

**H**ALF-PAINTED cardboard trees leaned against the wall of the traditional red-brick barn: scenery destined for the pantomime to be staged in three weeks by the Wymondham, (pronounced Wymondham) Young Farmers' Club in Norfolk. Beside them stood several brooders, small wooden structures like kennels on legs, used for rearing turkey chicks. The subject of my visit, my Christmas dinner, had spent a few weeks in one of them last May or June.

The young man I had come to do business with will be playing a village idiot in the forthcoming pantomime. He has become typecast in such roles for the last few years because he is a natural comedian. Like most comedians, however, he is far from being an idiot.

James Graham's family has been associated with turkeys for more than 100 years and, although his business has been threatened in recent years by competition from mass production and by European Community legislation, it now appears to be thriving again.

"We are getting round the problem for the time being. We won't run out of space in the near term," said Mr Brian Dorkins, the member of the LME secretariat responsible for warehousing.

He said LME warehouses were looking for more outside storage areas for aluminium. The exchange had also received many approaches from listed warehouses wanting to have more space authorised for storing LME metal and from new warehouses seeking LME listing. This involved an unprecedented amount of extra travel by LME staff, "but we are coping."

The turkeys Mr Graham produces are Norfolk Blacks. Like his grandparents before him, he prefers the old-time breed to modern white hybrids, which may have bigger breasts but also have less flavour. He has no illusions about recapturing the bulk trade from Bernard "Mr Bootiful" Matthews, but without expensive advertising he claims to be supplying ever-increasing numbers of discriminating individual consumers at premium prices.

This year he has orders for all of the 1,000 or so birds he has reared and he plans to increase production by 25 per cent next year. This optimism is based, he says, on a regular stream of telephone calls from people inquiring



about how the birds are kept and what they are fed. He believes he can satisfy them that his methods are welfare friendly and that the feed he uses is wholesome and risk free.

He admits, however, that this year he succumbed to the temptation to use some US soyabean meal as a source of protein because it was cheap. The result, he says, is that the flesh of some of his birds is not as white as he would like. Next year he will stick to UK horse beans mixed with home-grown cereals.

But his rearing and finishing methods are the same as those used by his late grandfather, Frank Peels, as I can confirm, having bought Christmas turkeys from the same farm since the 1950s. The birds are kept in open

fronted, strawed yards with perches enough for them all to sleep on at night.

I well remember the old man telling me that "turkeys are game birds and like all game birds they like to perch at night". He would also talk of the history of the different breeds of turkey and how they had been introduced to this country in the 16th Century from the North America via Spain.

Long before that time the ancestors of our Christmas dinners and American Thanksgiving feasts provided head-dress feathers and arrow flights for American Indians. Undomesticated descendants of those birds still run wild across several US states and are capable of flying as far as a

mile at up to 55m per hour when alarmed.

The natural colours of those original strains varied from black to bronze and gold with flashes of white in their tall feathers.

They also, of course, had the characteristic red wattle and fleshy wattle on their heads. From those beginnings "improved" bigger-breasted breeds were developed in North America and in Europe (especially in Norfolk) until, in the UK, these became concentrated into two main types, the Bronze and the Norfolk Black.

It was not until the 1950s that white hybrid strains were bred by crossing and recrossing black turkeys until they produced what is known in geneticists' circles as a "sport" or albino freak. The reason this was perceived to be necessary was to avoid the unsightly stumps of feathers, a few of which are inevitably left in the flesh of the darker feathered birds, and so enable laborious plucking to be mechanised.

Once white strains had been produced most subsequent development was concentrated on them to the point that their breasts became so enlarged that stag or male turkeys, were unable to reproduce naturally and artificial insemination was introduced. Such is the price the turkey pays for the general preference for white meat.

But old Frank Peels would have none of it. "There's no flavour in these modern turkeys" he would say. "How can there be when they are killed, plucked and eviscerated within a few minutes and then stored in a deep freeze for months? A turkey is a game bird," he would remind me, "and game birds need to be hung to get the best flavour."

James Graham, his grandson, follows the old man's methods faithfully. The barn in which his gang of temporary student labourers works is laid out exactly as it was 50 years ago. He starts killing and plucking in the second week of December but then leaves the whole carcass to hang for a minimum of 7 days before beginning to eviscerate it.

A year ago it seemed that European Community regulations might soon outlaw this traditional method of preparing Christmas turkeys; that for supposed reasons of human health and hygiene all turkeys, indeed all meat poultry, would after January 1993 have to be processed immediately after slaughter.

As a satisfied consumer of such birds for many years I am delighted that new draft rules from the EC now appear set to give exemption to British poultry farmers who hang their birds in the old fashioned way. I do hope so and I am even prepared to pay more for tomorrow's dinner to help people like Mr Graham to stay in business.

My 21 pounder cost me £1.40 a lb when I collected it from his farm over the weekend. Had I bought a similar weight butter-basted bird in a local supermarket, I could probably have saved 30 per cent on the deal.

But I would not have had the added pleasure of visiting the farm where it was reared nor the extra flavour I believe hung birds contain. Rightly or wrongly my family and I will enjoy the meal more because of what it is and where it came from.

After all, Christmas comes but once a year and there is nothing wrong with a bit of make-believe occasionally. In a few weeks time, for instance, I may briefly believe that James Graham is an idiot!

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Summary of the  
Six months ended

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Operating profit

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Taxation

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Minority interest

Group profit before

Extraordinary items

Group profit after

Interim dividend

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Earnings per share

Interim dividend

## WORLD COMMODITIES PRICES

COCOA - London FOX £/tonne Close Previous High/Low

Dec	737	728	720
Mar	786	775	767
May	780	791	791
Jul	815	816	816
Aug	803	802	802
Dec	867	868	867
Mar	895	896	894
May	910	913	913
Jul	928	940	940

Turnover: 362 (200) lots of 10 tonnes

ICCO indicator prices (\$US cents per tonne), Daily price for Dec 20 \$78.04 (\$93.82) 10 day average for Dec 23 \$78.16 (\$97.78)

COFFEE - London FOX £/tonne Close Previous High/Low

Jan	985	981	981
Mar	1005	1004	1004
May	1010	1005	1005
Jul	1014	1017	1015
Sep	1033	1028	1030

Turnover: 361 (108) lots of 5 tonnes

ICCO indicator prices (\$US cents per tonne) for Dec 20 \$11.61 (\$15.00) average for Dec 23 \$11.74 (\$17.74)

POTATOES - London FOX £/tonne Close Previous High/Low

Mar	120.0	115.0	115.7
Apr	124.5	127.2	126.0
May	126.1	126.2	126.1
Jul	127.2	127.2	126.9

Turnover: 253 (162) lots of 20 tonnes

SOYABEAN - London FOX £/tonne Close Previous High/Low

Jan	121.0	122.0	121.0
Mar	122.0	122.0	122.0
May	122.5	122.5	122.5
Jul	123.0	123.0	123.0

Turnover: Raw 265 (37) lots of 30 tonnes, White 307 (433)

Parce: White (\$Fr per tonne): Mar 1451.25, May 1463.39

Compiled from Reuters

COFFEE - London FOX £/tonne Close Previous High/Low

Jan	120.0	122.0	121.0

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## LONDON STOCK EXCHANGE

## Technical recovery cuts early losses

By Terry Byland, UK Stock Market Editor

SHARE prices struggled to keep their feet in London yesterday against a background of rising interest rates throughout Europe and increasingly negative forecasts for the domestic corporate sector from analysts in the City of London. However, after falling 31 points in early trading, the FT-SE Index later halved its loss as technical factors, including the closing of overnight tax-oriented deals, came to the aid of the UK market.

Equities opened slowly as London's commuter network was again thrown into chaos by terrorist bomb incidents. However, once City dealing desks were fully manned, it was clear that the institutions were more active than had been anticipated. The completion of tax-related transactions

which had been started on Friday night boosted trading volume.

Seas turnover totalled 626.8m shares, against 724.5m in the previous trading session. Stock index futures, however, played a relatively minor role as the December contract on the Footsie, which expires on New Year's Eve, remained close to the underlying index.

Investment sentiment in London was depressed as

France and Spain followed Italy in responding to the Bundesbank's move to higher interest rates. However, although money market rates in London continued to signal pressure for higher UK rates, a steady performance by the pound relieved some of the immediate tensions in the stock market.

Helped also by a firm opening to the new Wall Street session, where the Dow was 10 points up in UK hours, the FT-SE Index closed only 12.7 down at 3,245. The low point of the day, at 3,237.0, came soon after 9.00am and represented a challenge to another testing level for the market.

Traders appeared to put little in the market's rally during yesterday's session. The successive increases in interest

rates elsewhere in Europe seemed to leave the UK with little hope of avoiding following suit. Any increase in UK base rates would increase political pressures for higher UK rates, and significantly raise the chances of the Labour opposition party winning the general election to be held in June.

London-based and US brokerage firms continued to downgrade London stocks across a wide range of the market. The retail sector, having attracted bearish press comment last weekend, gave further ground as the stores moved into the most crucial trading days of the year.

The setback among retailers was fuelled by the downgrading of the long-term debt of J. Sainsbury, one of the UK's leading food supermarkets, by Standard & Poor's, which also placed Boots, another high street retailer, on its credit watch list.

International blue chips were nervous as traders watched to see how sterling would react to the pressures from other ERM currencies, but losses in ICI, Glaxo and Pfizer were limited to a few cents.

International blue chips were nervous as traders watched to see how sterling would react to the pressures from other ERM currencies, but losses in ICI, Glaxo and Pfizer were limited to a few cents.

	Dec 23	Dec 20	Dec 19	Dec 18	Dec 17	Year Ago	1991	High	Low	Since Compiling
	86.54	86.92	87.10	87.28	87.22	82.24	87.94	82.17	82.17	49.18
Government Secs	86.54	86.92	87.10	87.28	87.22	82.24	87.94	82.17	82.17	49.18
Fixed Interest	96.91	97.37	97.37	97.47	97.48	90.90	97.49	90.59	105.4	50.53
Ordinary Shares	1781.4	1781.8	1814.7	1833.7	1846.2	1678.9	2108.3	1684.3	1684.3	214.4
Gold Mines	141.9	143.5	146.3	145.6	147.5	151.3	222.8	137.0	137.0	49.5
FT-SE 100 Shares	2345.4	2350.1	2361.8	2413.6	2422.9	2199.3	2679.6	2054.8	2679.6	986.9
FT-SE Eurotrack 200	1071.77	1076.75	1089.49	1101.95	1105.06	1098.60	1198.60	938.62	1198.60	938.62
FT-SE Eurotrack 2000	1071.77	1076.75	1089.49	1101.95	1105.06	1098.60	1198.60	938.62	1198.60	938.62

	Dec 23	Dec 20	Dec 19	Dec 18	Dec 17	Year Ago	1991	High	Low	Since Compiling
	106.9	107.3	107.7	108.1	108.2	107.0	110.7	106.9	106.9	107.0
Ord. Div. Yield	5.15	5.12	5.05	5.01	4.99	5.72	5.15	5.12	5.12	5.15
Ord. Div. Yield % (Full)	7.74	7.70	7.67	7.62	7.59	11.11	7.74	7.70	7.70	7.74
FTSE 100 Index	106.9	107.3	107.7	108.1	108.2	107.0	110.7	106.9	106.9	107.0
SEBI Bongs 4.45pm	22.215	24.056	24.567	22.132	21.911	22.426	2679.6	2054.8	2679.6	986.9
Equity Turnover (Emt)	-	1187.58	1583.09	1012.62	243.96	-	1177.6	127.0	127.0	49.5
Equity Bargainet	-	22.672	23.243	21.498	20.582	21.921	1177.6	127.0	127.0	49.5
Shares Traded (mjt)	-	554.0	806.8	597.9	820.2	120.9	1177.6	127.0	127.0	49.5

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M & P Life Assurance Ltd	141.5	140.5	-1.5	7-7 Scotland Res. London, W1 1JH	071-439 2348			Royal Heritage Life Assurance Ltd - Contd.				Standa Life Assurance Co Ltd - Contd.				Target Life Assurance Co Ltd - Contd.				Leeward Fund Mgmt (Channel Islands) Ltd			
Life Managed Fd	110.2	108.1	-1.9	UK Equity Fund	120.2	119.2	-1.7	UK Equity Managed Fund	120.2	119.2	-1.7	Standa Life Assurance Co Ltd - Contd.				Target Life Assurance Co Ltd - Contd.				Knight Willans & Company Ltd			
Life Managed Fd	111.4	110.3	-1.7	UK Managed Fd	122.1	120.3	-1.4	International Growth	120.5	119.5	-1.6	Abertax Managed	105.3	104.3	-0.9	Target Life Assurance Co Ltd - Contd.				PO Box 153, St Peter Port, Guernsey			
Vendor Deposit Fd	110.3	110.3	-1.7	UK Managed Fd	122.1	120.3	-1.4	CD Managed	170.3	169.3	-1.2	Abertax Managed	105.3	104.3	-0.9	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
National Fin see Target Life				UK Managed Fd	122.1	120.3	-1.4	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
National Mutual Life				UK Managed Fd	122.1	120.3	-1.4	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
The Policy Reins Po. Hatch, 905 20th St, 1042 424242				UK Managed Fd	122.1	120.3	-1.4	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
Charter Pacific Fund				UK Managed Fd	122.1	120.3	-1.4	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
UK Equity	121.8	120.7	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
Governor Equity	130.5	129.4	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
Property	124.1	123.0	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
Units Listed	120.5	119.4	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
With Profits (U)	125.2	124.1	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
National Presidential Fund				Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
40 Gracechurch St, London EC2V 3HN	071-422 4200			Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
Managed	131.1	130.0	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
Overseas Equity	130.5	129.4	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
Property	124.1	123.0	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
Units Listed	120.5	119.4	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
With Profits (U)	125.2	124.1	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
National Presidential Fund				Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
40 Gracechurch St, London EC2V 3HN	071-422 4200			Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
Managed	131.1	130.0	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
Overseas Equity	130.5	129.4	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
Property	124.1	123.0	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
Units Listed	120.5	119.4	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
With Profits (U)	125.2	124.1	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
National Presidential Fund				Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
40 Gracechurch St, London EC2V 3HN	071-422 4200			Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
Managed	131.1	130.0	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
Overseas Equity	130.5	129.4	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
Property	124.1	123.0	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
Units Listed	120.5	119.4	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
With Profits (U)	125.2	124.1	-1.7	Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
National Presidential Fund				Charter Pacific Fund	105.6	104.6	-1.0	CD Managed	170.3	169.3	-1.2	CD Managed	170.3	169.3	-1.2	Target Life Assurance Co Ltd - Contd.				101 New Broad St, St Peter Port, Guernsey			
40 Gracechurch St,																							

- Current Unit Trust prices are available on FT Cityline. Calls charged at 48p per minute peak and 36p off peak, inc VAT. To obtain your free Unit Trust Code Booklet ring (071) 925-2128.



## WORLD STOCK MARKETS

AUSTRIA										FRANCE (continued)										GERMANY (continued)										NETHERLANDS										SWEDEN (continued)										CANADA									
December 23	Stock	+ or -			December 23	Stock	+ or -			December 23	Stock	+ or -			December 23	Stock	+ or -			December 23	Stock	+ or -			December 23	Stock	+ or -			December 23	Stock	+ or -			December 23	Stock	+ or -			December 23	Stock	+ or -			December 23	Stock	+ or -			December 23	Stock	+ or -							
Austrian Airlines	2,250	-50			Boeing	267	-45			Continental AG	203.50	-1.50			AEG & Amt Holding	41.60	-0.10			Campe F Free	50	-5			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0												
Creditanstalt Pt	41.25	-50			Boeing-Can	267	-45			ContiTech AG	110.00	-1.20			Acf & Daf Rec	13.00	-0.20			Cambell & Free	130	-1			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0																	
EA General	2,785	-15			Bongrain	2,450	-70			Daimler-Benz	425.20	-1.50			Acf & Daf Rec	13.00	-0.20			Cambell & Free	130	-1			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0																	
EA General	2,785	-15			Bonduelle	2,450	-4			Daimler-Benz	425.20	-1.50			Acf & Daf Rec	13.00	-0.20			Cambell & Free	130	-1			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0																	
Boehringer	9,550	-15			Bonduelle	2,450	-4			Daimler-Benz	425.20	-1.50			Acf & Daf Rec	13.00	-0.20			Cambell & Free	130	-1			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0																	
Boehringer	9,550	-15			Bonduelle	2,450	-4			Daimler-Benz	425.20	-1.50			Acf & Daf Rec	13.00	-0.20			Cambell & Free	130	-1			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0																	
Boehringer	9,550	-15			Bonduelle	2,450	-4			Daimler-Benz	425.20	-1.50			Acf & Daf Rec	13.00	-0.20			Cambell & Free	130	-1			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0																	
Boehringer	9,550	-15			Bonduelle	2,450	-4			Daimler-Benz	425.20	-1.50			Acf & Daf Rec	13.00	-0.20			Cambell & Free	130	-1			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0																	
Boehringer	9,550	-15			Bonduelle	2,450	-4			Daimler-Benz	425.20	-1.50			Acf & Daf Rec	13.00	-0.20			Cambell & Free	130	-1			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0																	
Boehringer	9,550	-15			Bonduelle	2,450	-4			Daimler-Benz	425.20	-1.50			Acf & Daf Rec	13.00	-0.20			Cambell & Free	130	-1			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0																	
Boehringer	9,550	-15			Bonduelle	2,450	-4			Daimler-Benz	425.20	-1.50			Acf & Daf Rec	13.00	-0.20			Cambell & Free	130	-1			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0																	
Boehringer	9,550	-15			Bonduelle	2,450	-4			Daimler-Benz	425.20	-1.50			Acf & Daf Rec	13.00	-0.20			Cambell & Free	130	-1			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0																	
Boehringer	9,550	-15			Bonduelle	2,450	-4			Daimler-Benz	425.20	-1.50			Acf & Daf Rec	13.00	-0.20			Cambell & Free	130	-1			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0																	
Boehringer	9,550	-15			Bonduelle	2,450	-4			Daimler-Benz	425.20	-1.50			Acf & Daf Rec	13.00	-0.20			Cambell & Free	130	-1			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0																	
Boehringer	9,550	-15			Bonduelle	2,450	-4			Daimler-Benz	425.20	-1.50			Acf & Daf Rec	13.00	-0.20			Cambell & Free	130	-1			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0																	
Boehringer	9,550	-15			Bonduelle	2,450	-4			Daimler-Benz	425.20	-1.50			Acf & Daf Rec	13.00	-0.20			Cambell & Free	130	-1			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0																	
Boehringer	9,550	-15			Bonduelle	2,450	-4			Daimler-Benz	425.20	-1.50			Acf & Daf Rec	13.00	-0.20			Cambell & Free	130	-1			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0																	
Boehringer	9,550	-15			Bonduelle	2,450	-4			Daimler-Benz	425.20	-1.50			Acf & Daf Rec	13.00	-0.20			Cambell & Free	130	-1			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0																	
Boehringer	9,550	-15			Bonduelle	2,450	-4			Daimler-Benz	425.20	-1.50			Acf & Daf Rec	13.00	-0.20			Cambell & Free	130	-1			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0																	
Boehringer	9,550	-15			Bonduelle	2,450	-4			Daimler-Benz	425.20	-1.50			Acf & Daf Rec	13.00	-0.20			Cambell & Free	130	-1			42000 Denison A	24.12	-24.12			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0			1700 Lestee Mar	20	0																	
Boehringer	9,550	-15			Bonduelle	2,450	-4	</																																																			

*4:00 pm prices December 23*

## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

Continued on next page

## NYSE COMPOSITE PRICES

1991	High Low Stock	Yld. % P/ Sis	Div. % E 100s	High	Low	Close	Chg. Prev.	1991	High Low Stock	Yld. % P/ Sis	Div. % E 100s	High	Low	Close	Chg. Prev.	
<b>Continued from previous page</b>																
355 235 235 235 235 235 235 235 235 235 235 235 235 235 235 235 235	2.20 0.77 39 51	0.20	0.77 39 51	51	39	41	-1.00	167	167 167 167 167 167 167 167 167 167 167 167 167 167 167 167 167	0.00	3.41 11 800	175	175	175	-1.00	167
214 214 214 214 214 214 214 214 214 214 214 214 214 214 214 214 214	2.60 3.35 0	0.01	2.60 3.35 0	0	0	0	-1.00	245	145 145 145 145 145 145 145 145 145 145 145 145 145 145 145 145	0.40 4.1 21 1061	47	47	47	-1.00	245	
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37 37 37 37 37 37 37 37 37 37 37 37 37 37 37 37 37	0.54 2.1 183600	0.00	0.54 2.1 183600	0	0	0	-1.00	51	202 202 202 202 202 202 202 202 202 202 202 202 202 202 202 202	0.08 1.95 501	453	453	453	-1.00	51	
45 45 45 45 45 45 45 45 45 45 45 45 45 45 45 45 45	2.80 6.2 62 616	0.00	2.80 6.2 62 616	0	0	0	-1.00	53	182 182 182 182 182 182 182 182 182 182 182 182 182 182 182 182	0.04 2.5 2138	145	145	145	-1.00	53	
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54 54																

## AMERICA

## Dow surges above 3,000 on Friday's rate cut news

## Wall Street

SHARE PRICES rose sharply yesterday as individual investors reacted to last week's big cut in interest rates with a frantic buying binge, writes **Patrick Harwood** in New York.

By the close the Dow Jones Industrial Average had gained a further 88.03 at 3,022.58, surpassing the 3,000 mark with the second biggest one-day rise of the year. The more broadly based Standard & Poor's 500 jumped 3.76 to 392.80, while the Nasdaq composite of over-the-counter stocks forged ahead 8.14 to 543.90. Trading volume on the New York Stock Exchange came to 2,950 shares.

Sentiment was buoyant all day, with investors buying the stock in the hope that the Federal Reserve's aggressive easing of monetary policy last week (it reduced the discount rate by a full percentage point to 3.5 per cent, its lowest level for almost 30 years) would kick the stagnant economy into life. Many of the buyers would have responded to the rate cut on Friday but fear of rapid fluctuations because of stock options and futures expirations kept them out of the market until yesterday.

Speculation that there may be more interest rate cuts to come also spurred demand, as did further declines in bond yields. The thin nature of trading, as is usual in the Christmas week, exaggerated the effect of the buying on the headline indices, and prices were further boosted by some traditional year-end "window dressing" by investment managers eager to mark up the value of their portfolios before the accounting period closes.

All the market leaders were sharply higher, with IBM appreciating 3.2% to 383.40, Philip Morris 3.1% to 737.30, General Electric 3.2% to 772, Merck 3.5% to 160 and Coca-Cola 3.2% to 763.

One of the most heavily traded stocks was Citicorp, up 3.4% to 3,278.11, with winning issues topping losers by 335 to 191. Volume, however, was a low 17.2m shares, against Friday's 40.9m.

Triton Energy firms 3% to \$34 on reports of a substantial oil find in a Colombia field in which Triton has a stake. The ADRs of British Petroleum, which is also involved in the Colombian project, edged 3% higher to \$31.4.

Bombay follows its own logic  
R.C. Murthy analyses this year's Indian rally

INDIAN STOCK markets came back into their own yesterday as the Bombay Stock Exchange index leapt 41.84, or 2.2 per cent, to 1,915.12, for a gain of 92 per cent this year.

One broker said that the bears went into hiding, and that equities had escalated on information that some traders were holding huge short positions. Another bullish factor was the expectation of decontrol of industrial price structures during the next few days.

The markets started this year in a low key, with the Indian economy gripped in an external debt crisis and foreign currency reserves dipping to an all-time low to cover just three weeks' imports. In late-March, the central bank placed severe restrictions on imports in an attempt to curb the outflow of hard currency. Growth in gross domestic product (GDP) slowed down to 3 per cent from 5 per cent the previous year.

Traders, however, looked at their own logic. They looked at the brighter side, at first emphasising the good corporate performance last year and later the reasonably favourable first-half results this year.

The 30-share index of the Bombay Stock Exchange, which accounts for two thirds of national trading, had doubled to 1,917.9 by November 11 from a level of 956.1 on January 25, although it failed to breach the 2,000 mark.

Since then, the markets had lost steam until yesterday, and had moved within a narrow range as the Indian economy showed signs of recession after the economic reforms package introduced in July/August started biting. Yesterday's gain in the BSE index, therefore, came just as it looked as if equities had entered an uncertain phase.

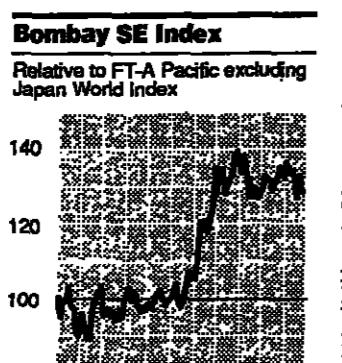
The market has been sup-

ported by certain blue chips such as Birla-owned Century Textiles, which has risen on the crest of an export wave, and cement shares, which have been buoyant on good local demand.

The next two months will be a testing period for equities. They will come under pressure from Rs50bn (Rs2.3bn) worth of rights and public capital issues, which will reduce the liquidity. Another Rs30bn is to be drained this week from mutual funds, through the issue of shares in 31 profitable state-owned enterprises. The government is selling stakes ranging from 5 to 20 per cent to cut its budgetary deficit by a minimum of Rs25bn this year.

However, the incentives of impending steel price decontrol and a relaxation in pharmaceutical price policy are keeping steel and drug company shares buoyant, offsetting the falls in several other sectors.

If the market survives the pre-budget blues in February, fundamentals should favour a smart rally. A turnaround in the economy is expected to be imminent by then, and GDP growth is forecast to double to 5 per cent next year, according to the official projections presented to the International Monetary Fund.



Source: Cointrean

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## ASIA PACIFIC

## Seoul falls 2.4% to year's low

GLOOM undermined Seoul yesterday, but most Pacific Rim markets were quiet in the absence of Tokyo, which was closed for the Emperor's birthday, and the approach of Christmas.

SEOUL dropped 2.4 per cent to a year's low in anticipation of the settlement of margin loan accounts early next month. The composite index lost 14.50 to 586.51, in spite of intervention by the market stabilisation fund and institutions. The previous 1991 low was 580.97 on June 22.

Turnover grew to Won286bn from Saturday's Won147bn.

TAIWAN rose, but profit-taking pulled it off the day's

highs after Saturday's election victory for the ruling political party. The weighted index, which gained more than 90 points early in the session, closed a net 11.71 up at 4,459.75 in active trading worth T\$24.5m, up from T\$19.5m.

NEW ZEALAND was encouraged by a decline in the local dollar. The NZSE-40 index gained 14.98 or 1 per cent to 1,455.75 in turnover of NZ\$27m, up from NZ\$17m. Telecom put on 7 cents to NZ\$2.60 in volume of 1.4m shares.

AUSTRALIA edged lower in quiet trading. The All Ordinaries index slipped 4.7 points to 1,568.8 in turnover of A\$237m, down from A\$215m.

## FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	MONDAY DECEMBER 23 1991				FRIDAY DECEMBER 28 1991				DOLLAR INDEX							
	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	% chg on day	Gross Div. Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	1991 High	1991 Low	Year ago (approx)
Australia (89)	143.45	+2.1	113.34	140.46	122.88	-0.8	4.43	148.46	116.74	118.98	126.38	130.91	112.74	117.42		
Austria (20)	165.46	+1.3	131.51	133.11	130.98	-1.1	1.2	2.20	164.30	130.98	132.47	131.07	132.81	153.86	153.42	
Belgium (47)	141.34	+1.3	111.67	113.01	111.22	108.53	+0.1	5.54	139.49	111.18	112.46	111.28	110.87	151.20	118.04	128.92
Canada (115)	131.04	+0.5	105.39	104.78	103.11	110.07	+1.1	3.33	130.23	103.80	104.95	103.89	108.92	144.28	129.05	
Denmark (26)	120.54	+0.6	112.54	112.54	112.54	112.54	+0.6	2.21	120.54	112.54	112.54	121.24	127.50	217.74	224.71	
Finland (15)	74.19	+0.6	58.82	59.33	58.88	64.38	-0.4	3.76	73.72	58.78	58.44	58.81	60.49	102.58	102.58	
France (106)	140.43	+0.5	110.95	112.28	110.49	114.00	-0.9	3.88	139.78	111.42	112.69	111.50	115.06	132.26	118.11	130.80
Germany (65)	115.50	+1.0	90.98	91.49	90.49	90.49	-0.4	2.55	113.84	90.74	91.79	90.81	90.81	125.35	94.15	110.82
Hong Kong (56)	170.22	+0.0	134.54	136.17	134.00	159.67	+0.7	4.00	170.33	135.77	137.33	135.82	169.92	176.14	153.28	
Ireland (18)	165.02	+0.1	120.25	120.25	120.25	120.25	+0.1	2.22	165.02	130.12	131.62	130.24	132.54	182.45	158.79	
Italy (77)	124.25	+0.5	127.27	127.27	127.27	127.27	+0.5	1.73	127.27	127.27	127.27	127.27	127.27	146.78	146.78	
Japan (474)	126.09	+0.8	102.10	102.43	100.81	102.43	-0.6	0.83	127.04	101.28	102.43	101.36	102.43	145.97	76.16	
Malaysia (58)	205.55	+1.0	164.77	165.76	164.09	171.33	+0.8	2.65	205.50	164.60	165.49	164.74	171.27	214.78	188.18	204.43
Mexico (17)	128.83	+0.3	101.73	100.03	101.53	102.88	+0.3	1.20	124.51	102.87	103.65	102.47	127.02	140.63	134.45	153.97
Netherlands (31)	149.53	+1.1	118.19	119.61	117.71	116.54	-0.2	4.68	148.00	117.97	119.33	118.08	116.76	149.59	125.70	131.10
New Zealand (14)	45.71	+1.8	38.12	38.58	35.97	44.02	+1.6	8.16	44.90	35.79	36.20	35.82	43.82	54.64	41.18	43.05
Norway (30)	165.85	+0.2	129.02	129.02	129.02	129.02	+0.2	1.71	170.23	135.89	137.25	135.87	139.85	178.24	157.08	183.70
South Africa (61)	124.26	+0.7	105.62	106.94	107.12	107.12	+0.0	2.87	129.88	107.43	108.40	108.07	110.77	151.63	158.27	
Spain (53)	147.91	+1.0	116.86	116.39	116.41	116.41	-0.3	5.10	146.51	116.78	116.13	116.88	107.77	171.12	151.31	158.58
Sweden (26)	172.37	+2.3	136.19	137.84	135.84	141.30	+1.4	3.16	167.99	133.67	135.21	133.79	138.33	204.12	141.60	155.90
Switzerland (59)	97.27	+1.1	78.85	77.76	76.55	81.11	-0.1	2.47	96.18	76.57	77.55	76.74	81.19	100.67	82.17	87.00
United Kingdom (235)	175.31	+0.3	138.51	140.17	137.93	138.51	-0.2	5.88	148.00	117.97	118.40</					